

Administrative Professionals Survey

January 7, 2020
Jessica Schneider
Research Manager



**Virginia Department of
Juvenile Justice**

Outline



- Participants
- Specific Tasks
- General Skills
- Development & Value



Participation Rate

- 186 out of 209

89%



Participants' Job Titles

Fiscal Technician	6
Office Services Assistant	5
Office Services Specialist	126
Office Services Supervisor / SR	16
Operations Program Assistant	4
Program Support Technician / SR	11
Secretary SR / Executive Secretary	16
Other	2
<i>Total</i>	<i>186</i>

- 0-50 years of DJJ service - Average of 11.7 years

Participants' Work Locations



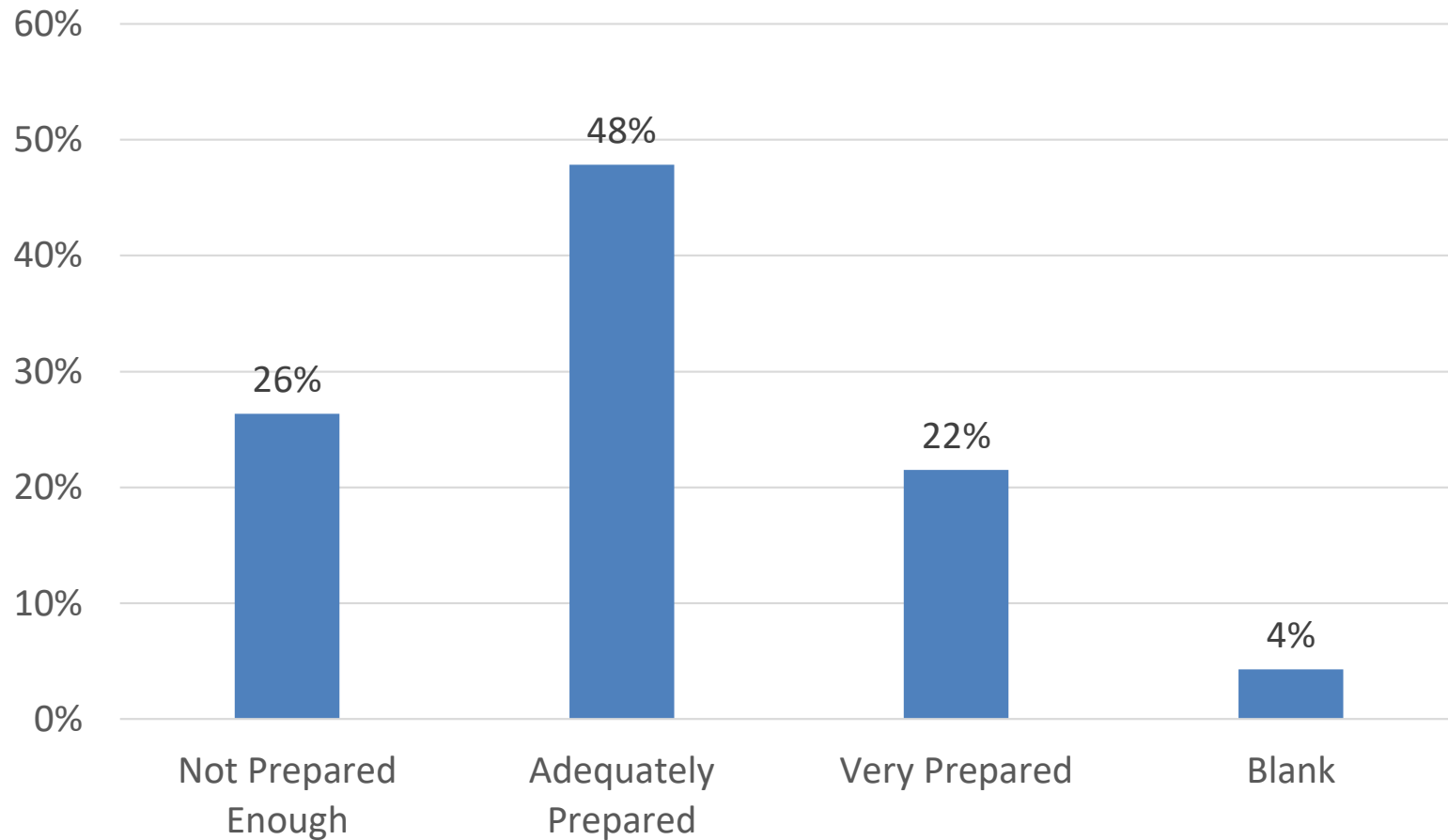
Central Office / Training Academy	10
Bon Air Complex	11
Central	30
Eastern	46
Northern	24
Southern	24
Western	41
<i>Total</i>	<i>186</i>

How did you receive training?

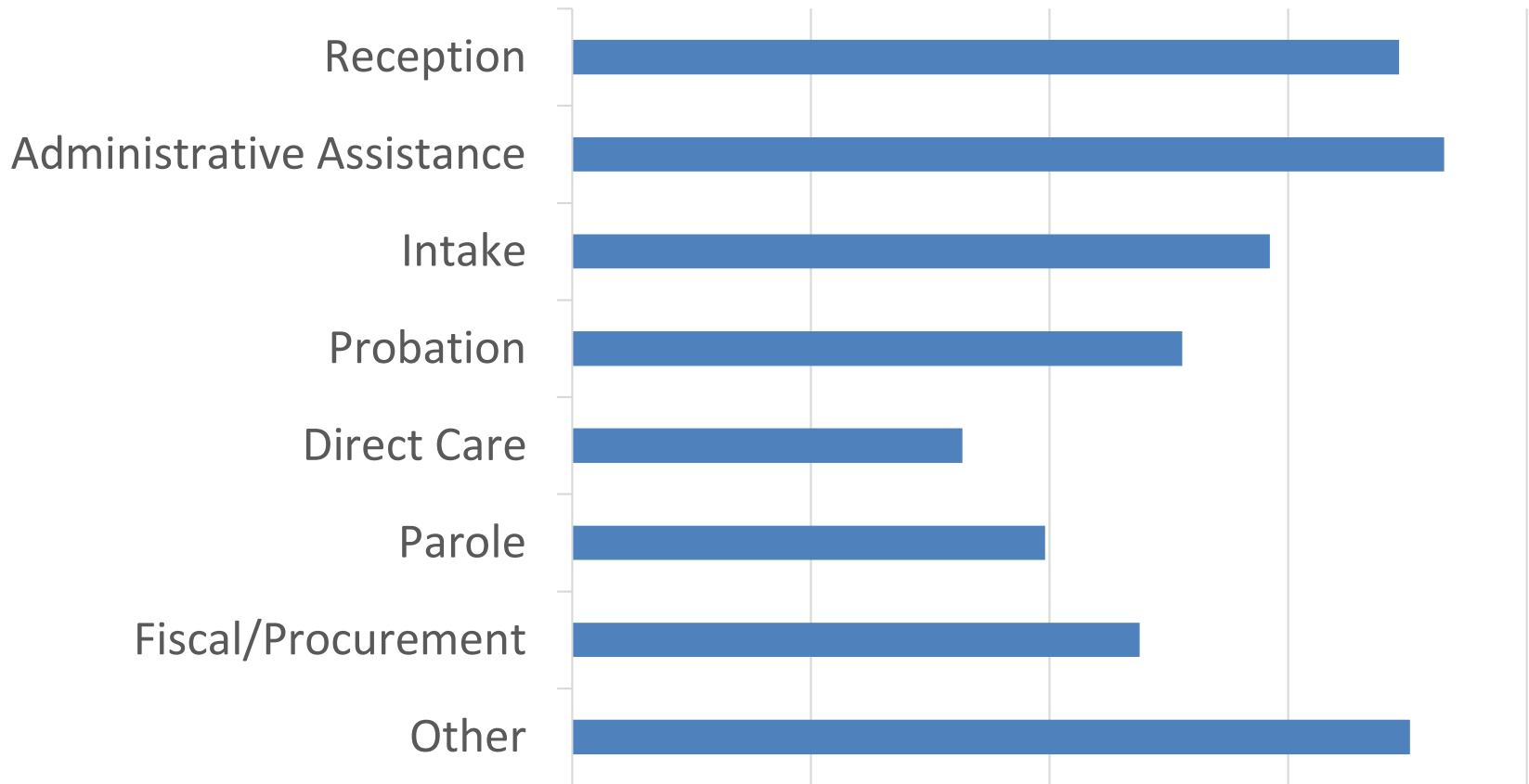


	First 3 months	First year
By coworker	70%	62%
Self-training	59%	66%
By supervisor	52%	41%
Contacts at other CSUs/Sites	22%	23%
Manual	21%	23%
Training Unit / Academy	15%	28%
Local non-DJJ training	8%	16%

After the first year in your position, did you feel training fully prepared you to competently complete your role?



In your typical workload, estimate how often you support the following areas:





“Other” Duties

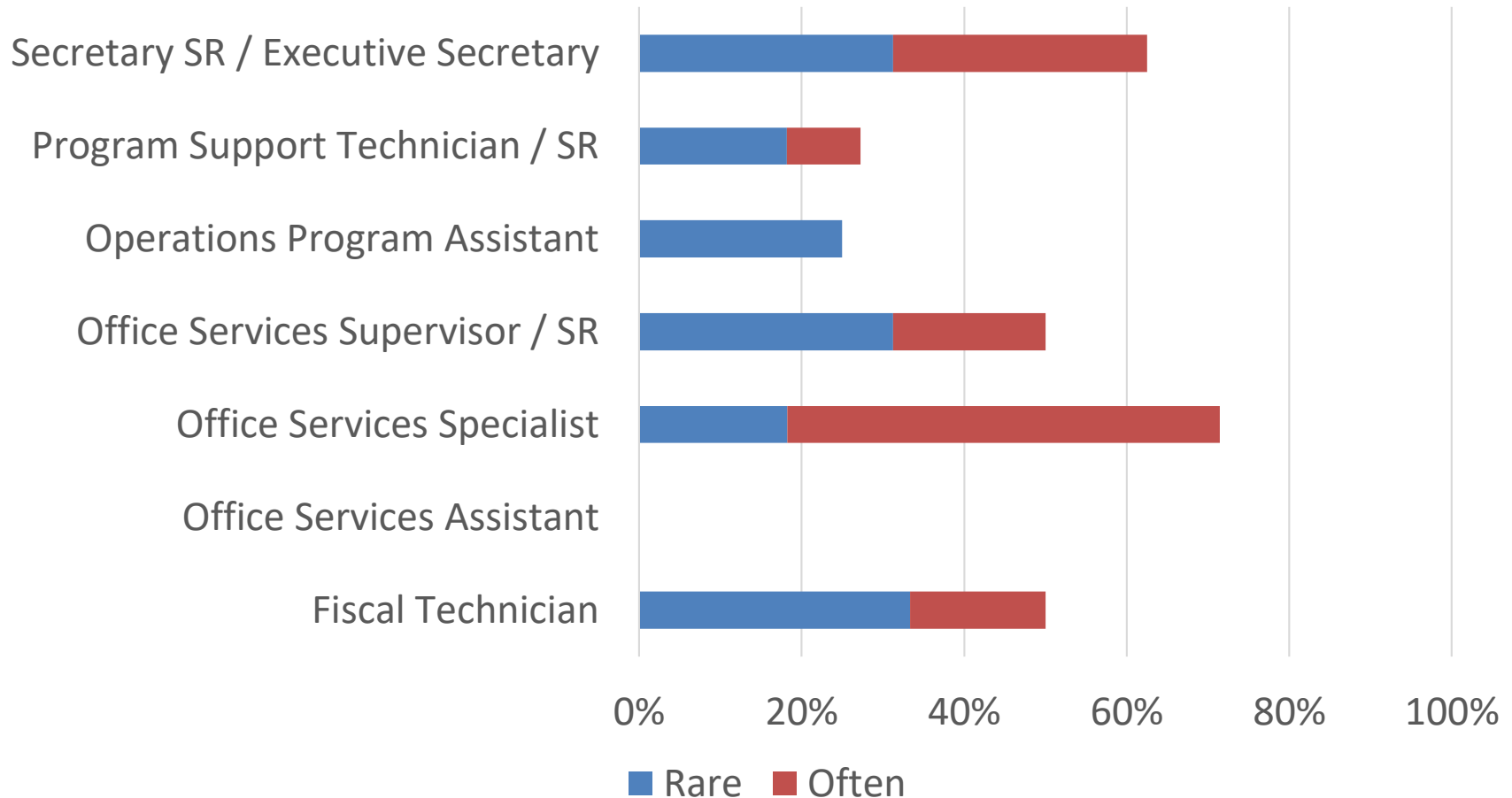
- HR (recruitment, hiring, onboarding, etc.)
- Fiscal (accounts payable, procurement, budget, purchases, travel)
- Maintenance/repairs (building, equipment, vehicles)
- Coordination with local government
- Records (maintenance, retention, expungement)
- VITA (refreshes, updates, repairs, tickets)
- Supervising
- Accounts/access (computer/COVA, BADGE, security cards)
- Contact/monitor clients
- Mileage/fuel reports
- Monitoring clients/cases
- Stocking/inventory
- Errands
- Form/brochure/presentation design
- Proofreading
- Translation services
- VJCCCA
- *In addition, several staff described issues with low staffing, including needing to cover additional duties/positions, sometimes in other locations*

Specific Tasks





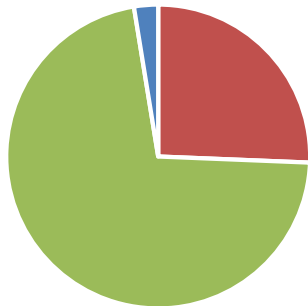
BADGE Entry: Workload



BADGE Entry: Competency and Training

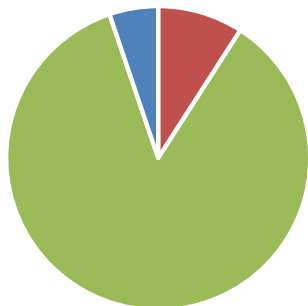


Rare



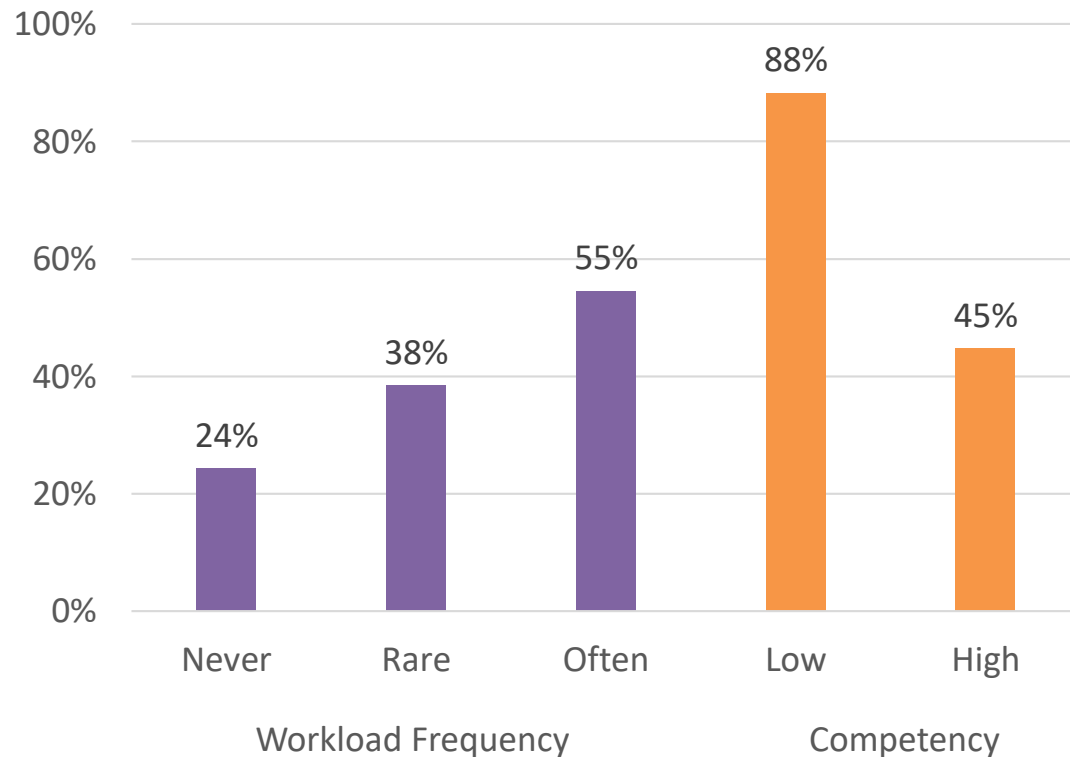
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Often



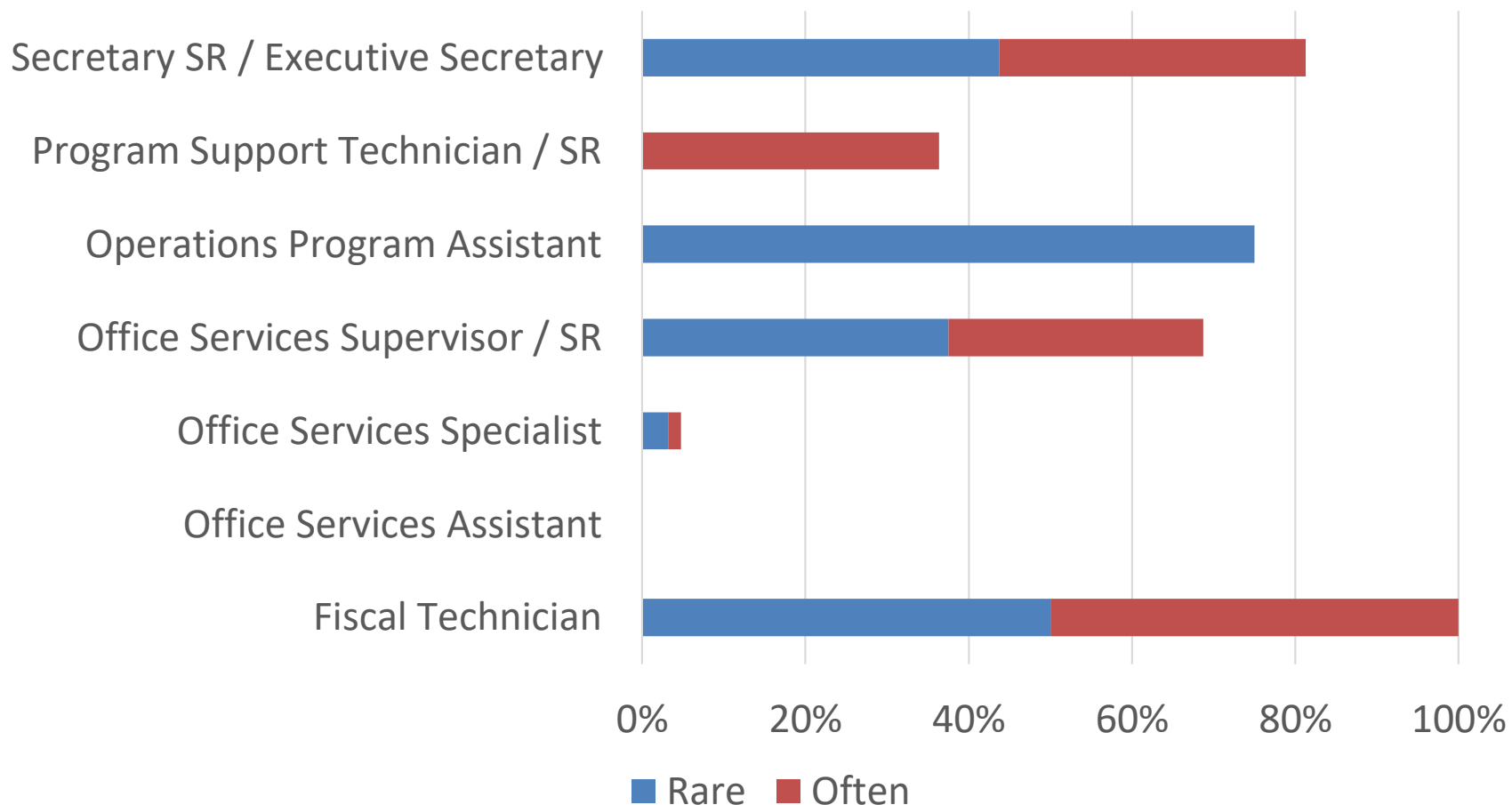
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% Who Want More Training





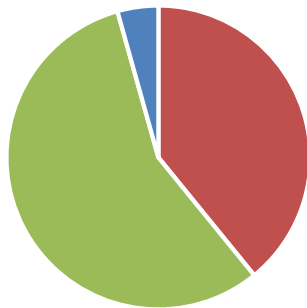
Using eVA: Workload



Using eVA: Competency and Training

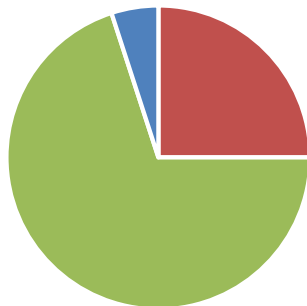


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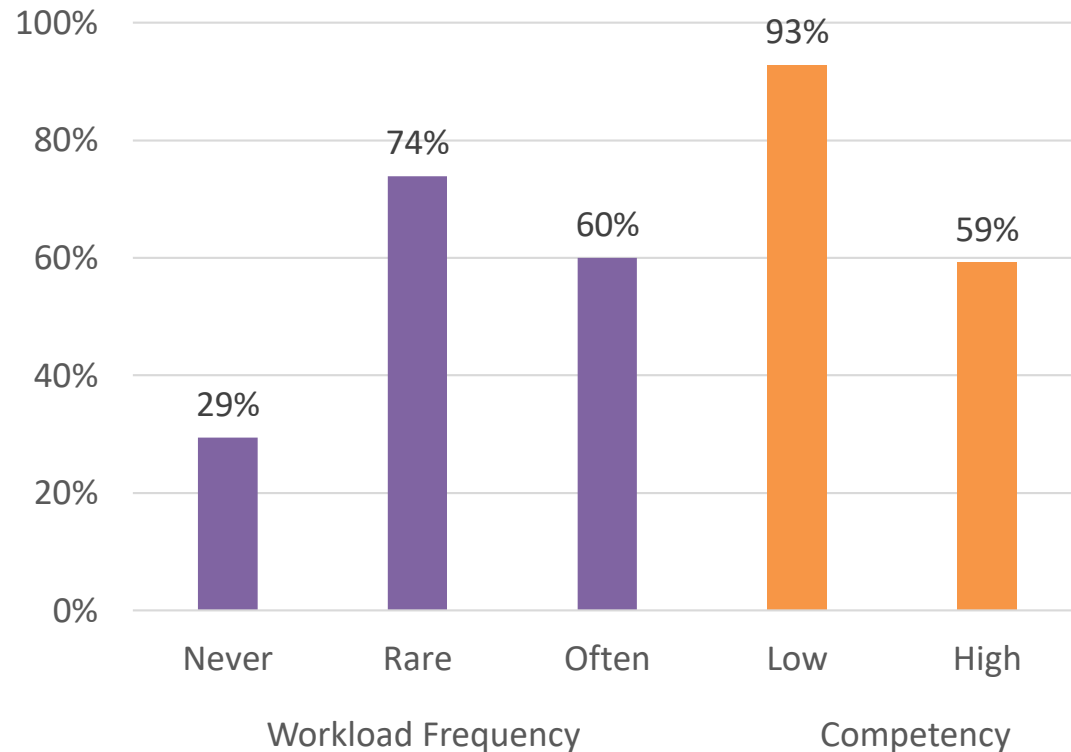
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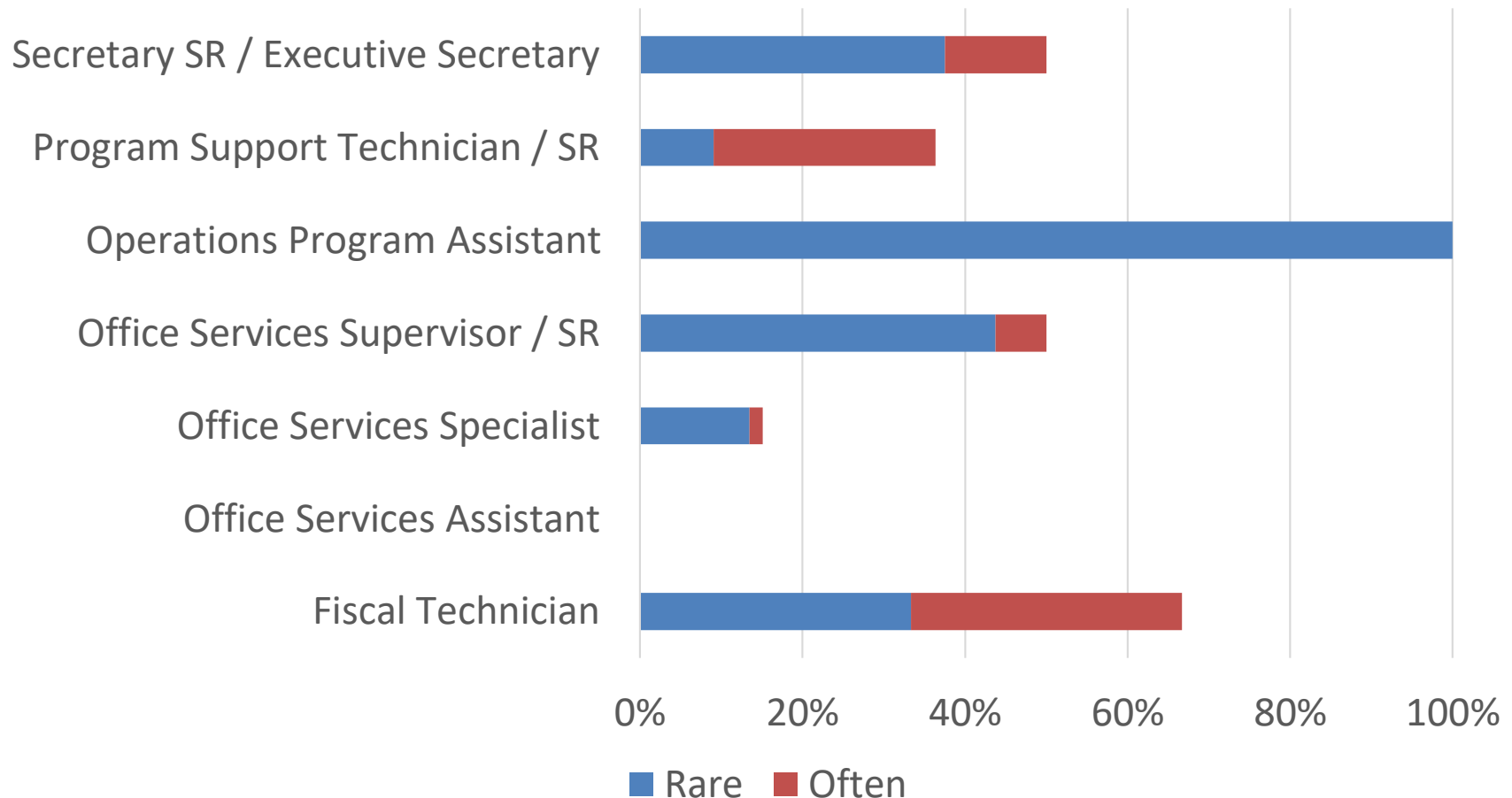


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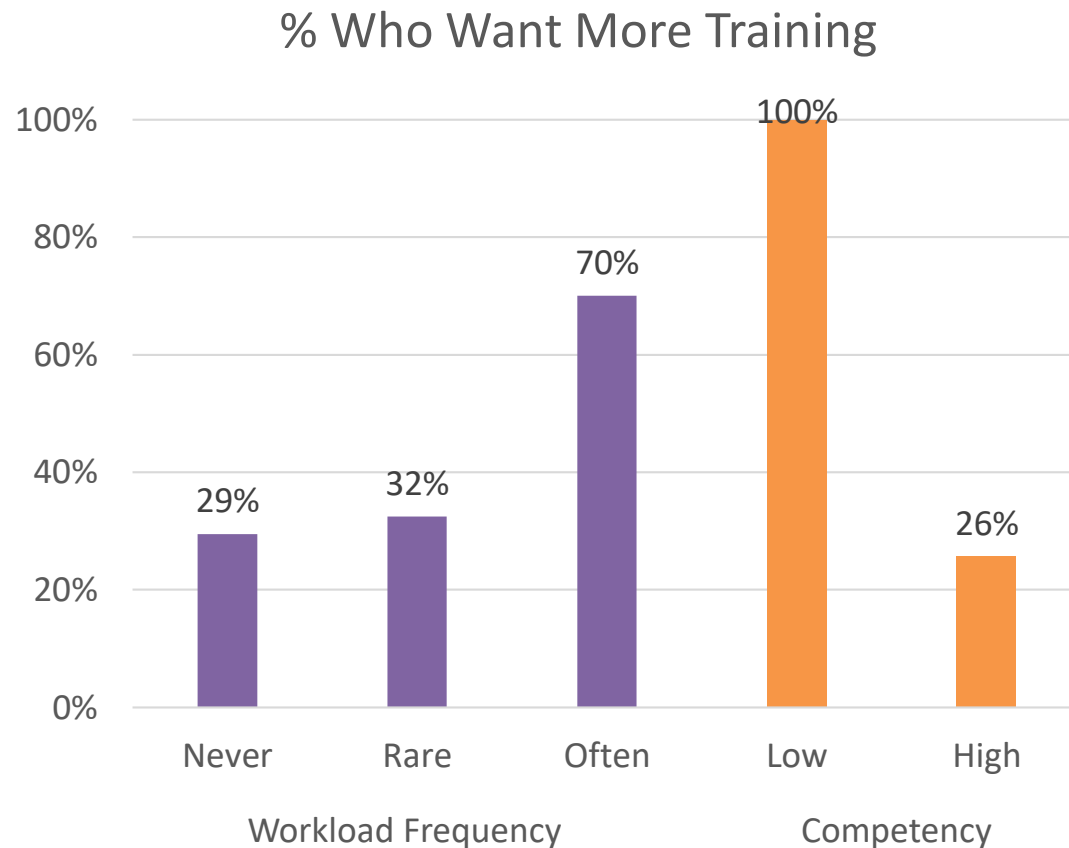
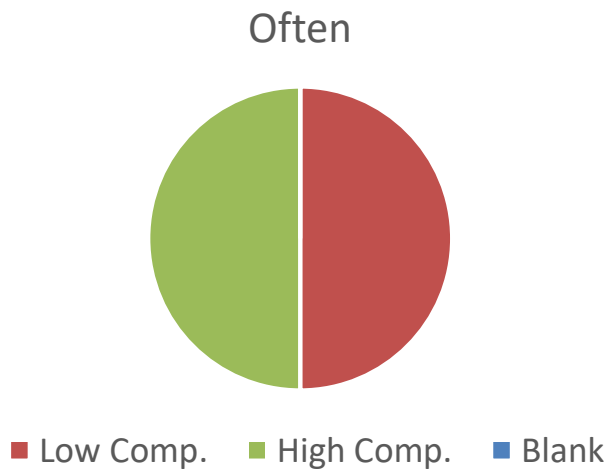
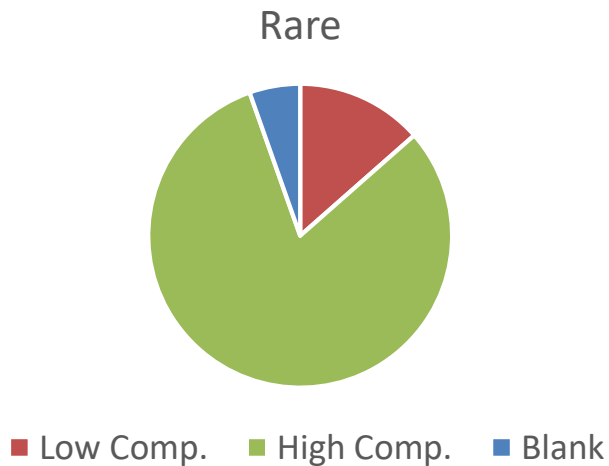
% Who Want More Training



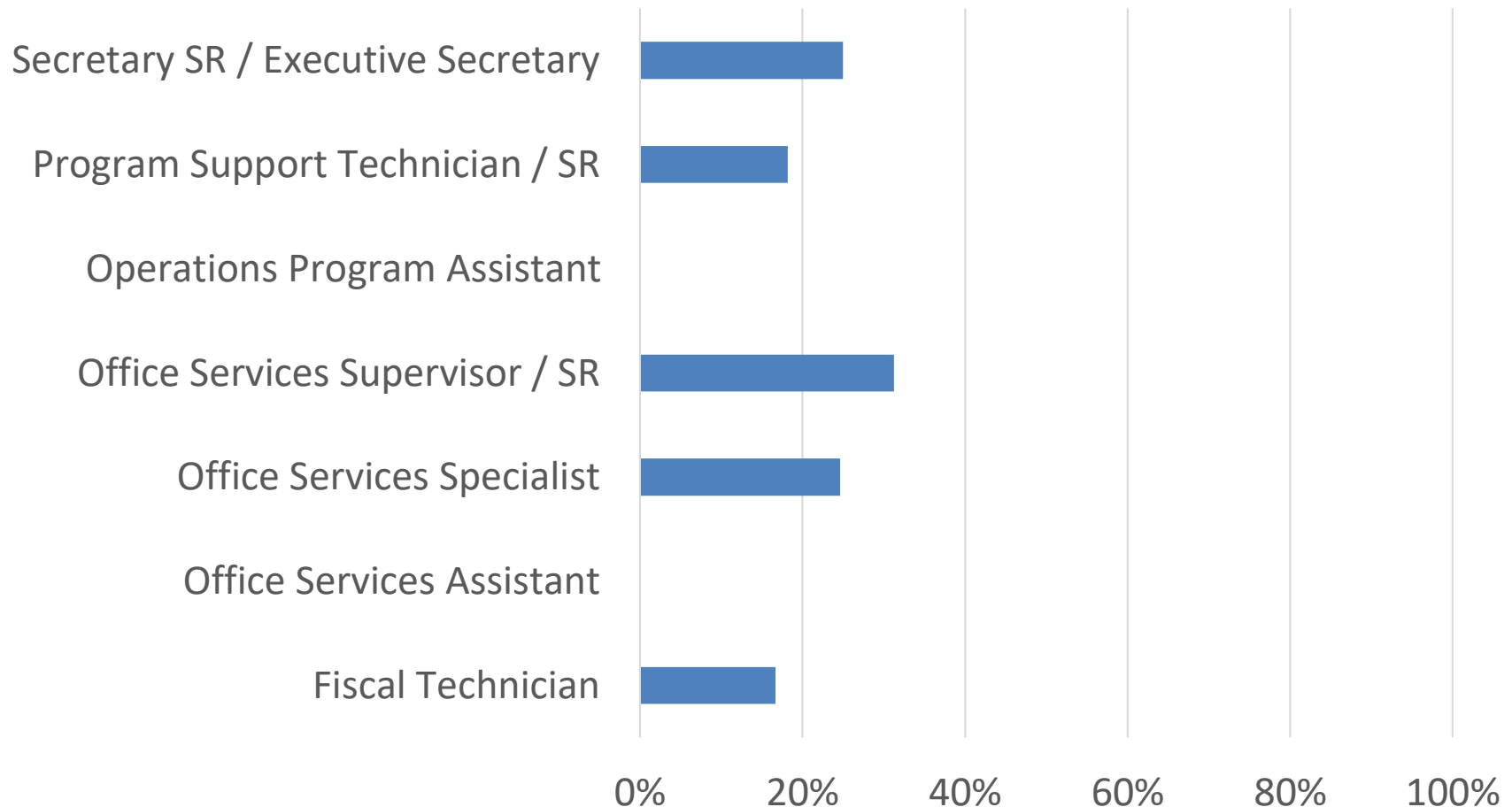
Processing Travel Reimbursements: Workload



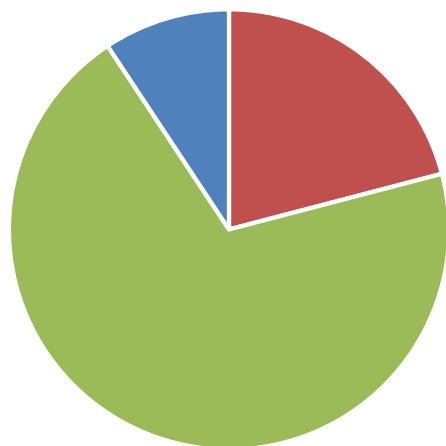
Travel Reimbursements: Competency and Training



Expungement: Workload

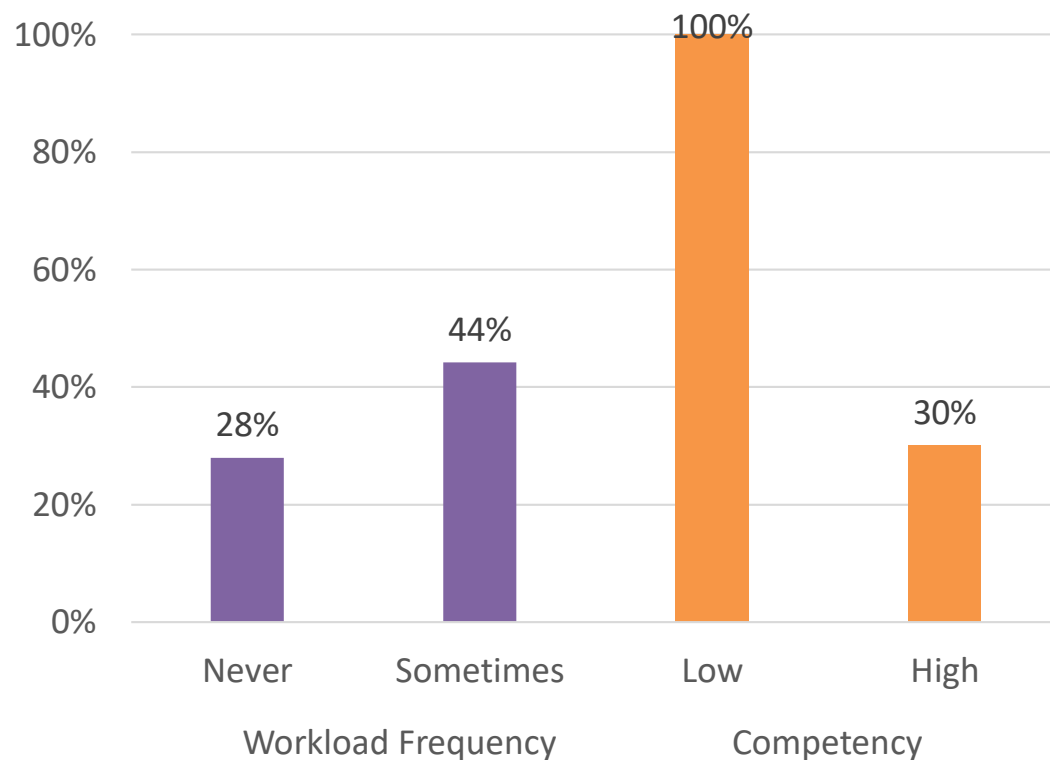


Expungement: Competency and Training

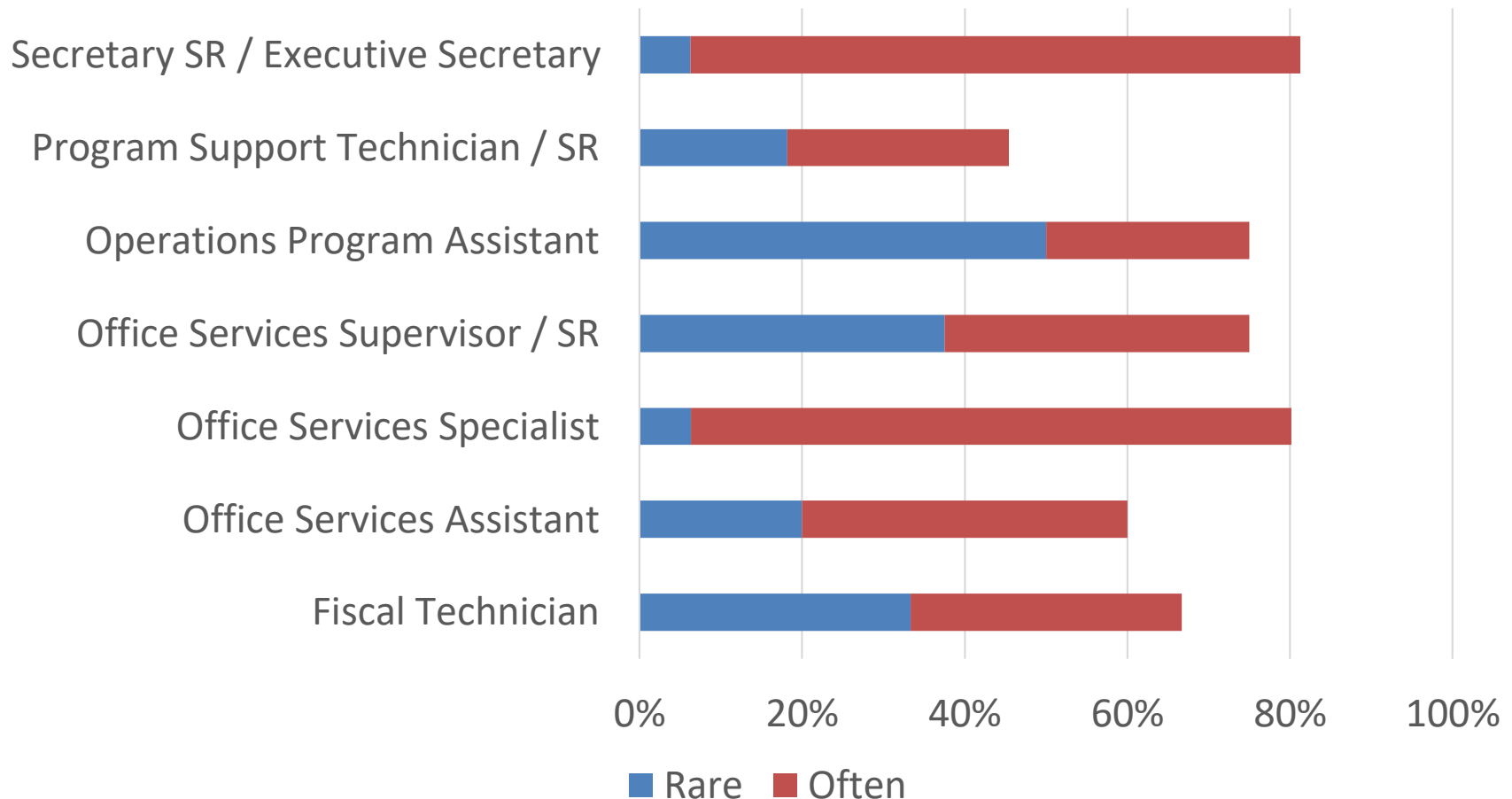


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% Who Want More Training



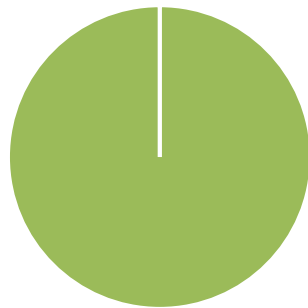
Speaking to Clients (phone, in person): Workload



Speaking to Clients: Competency and Training

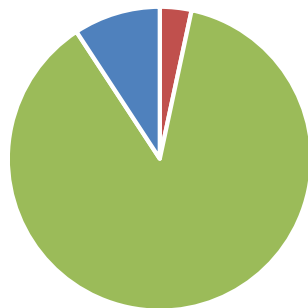


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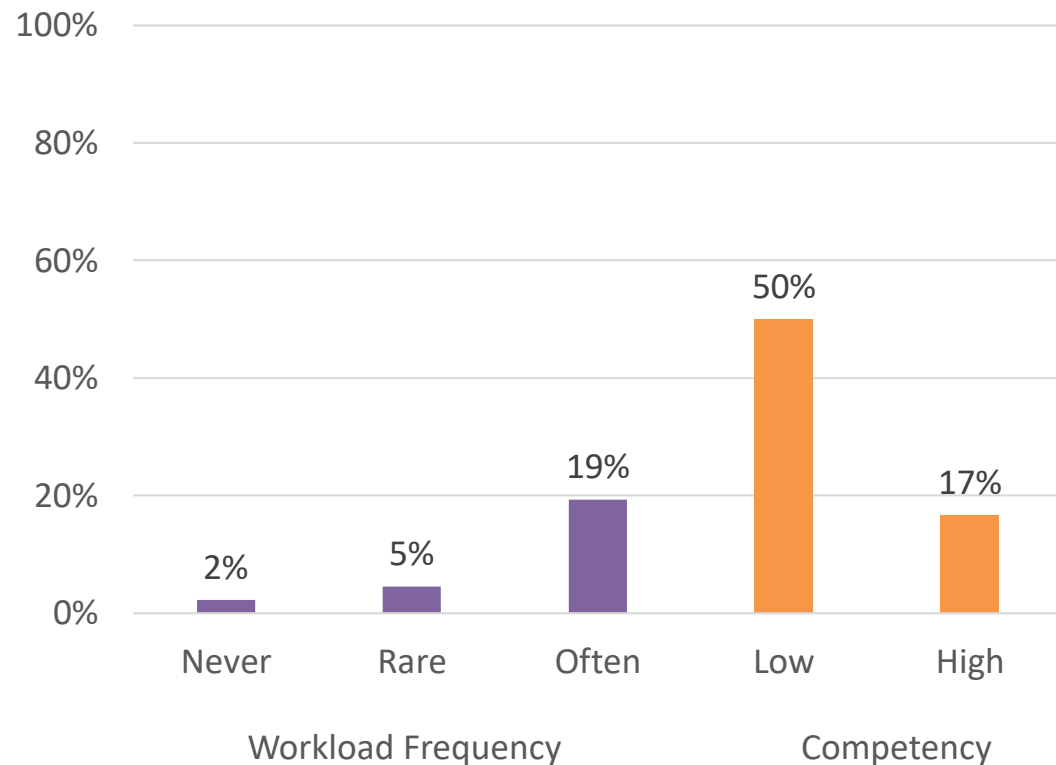
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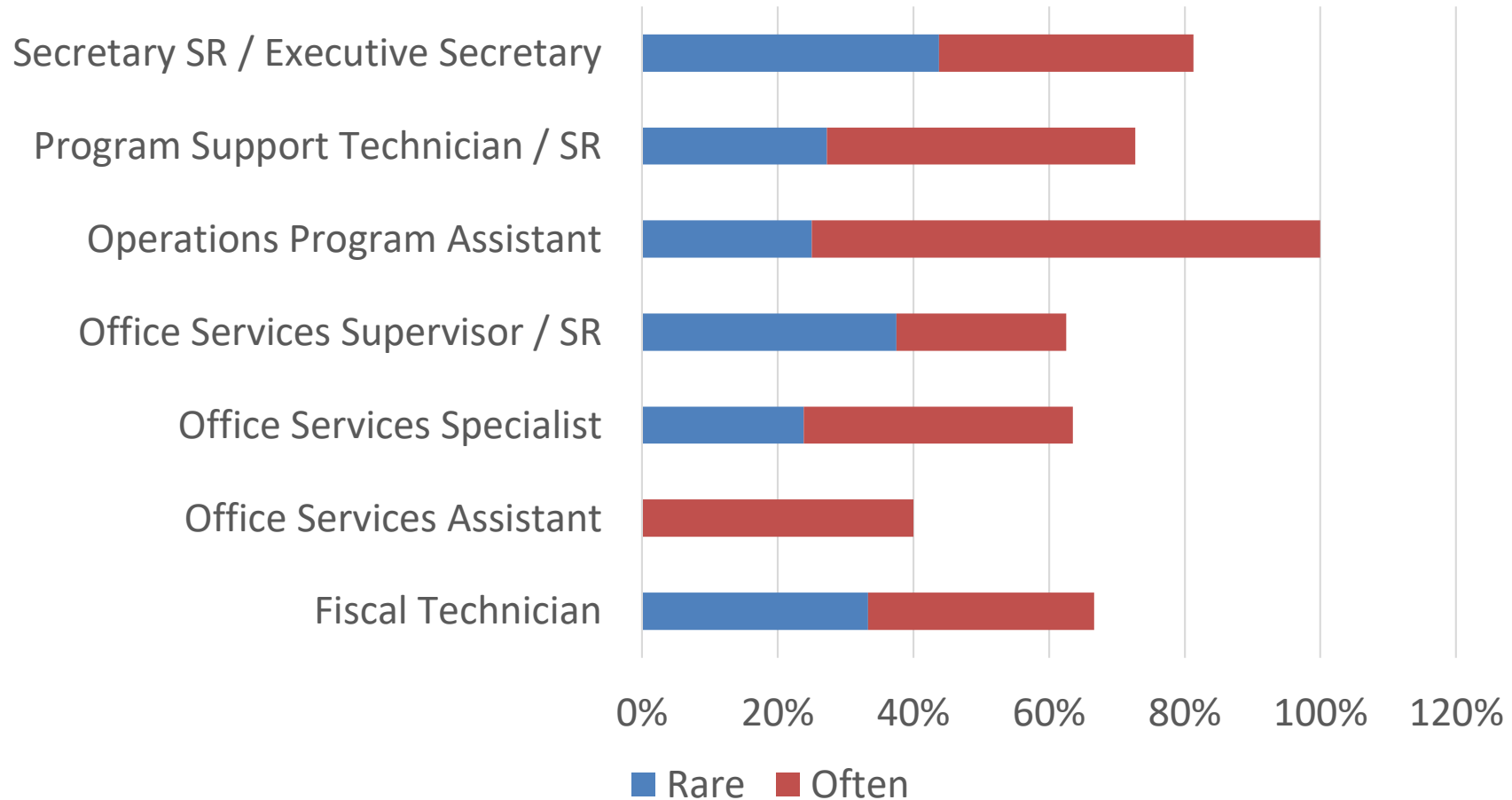


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% Who Want More Training



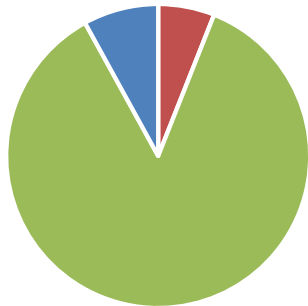
Proofreading Documents: Workload



Proofreading: Competency and Training

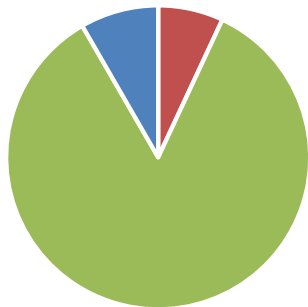


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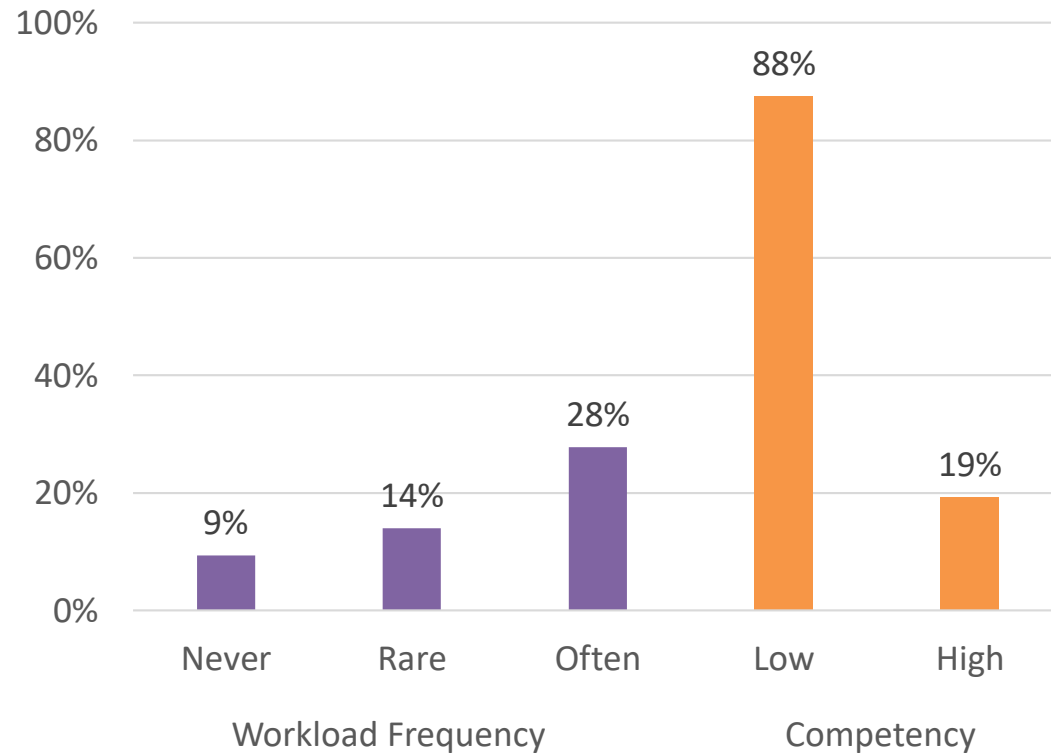
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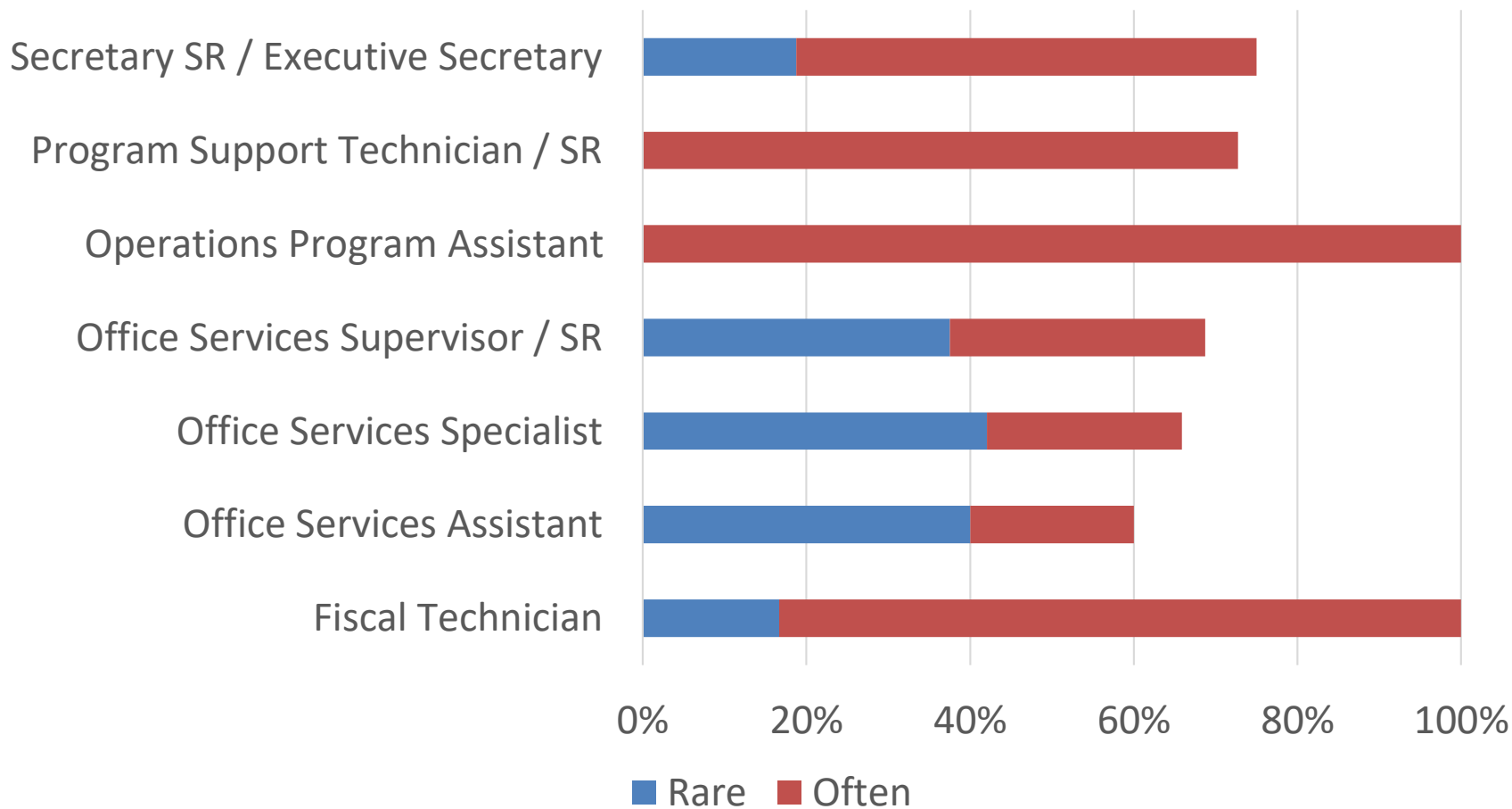
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% Who Want More Training





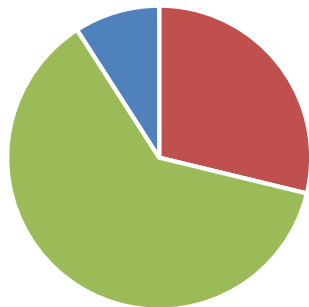
Excel: Workload



Excel: Competency and Training

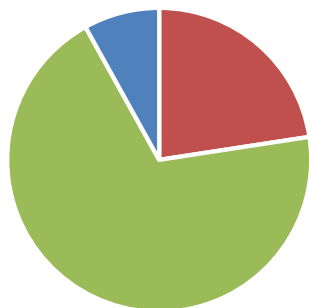


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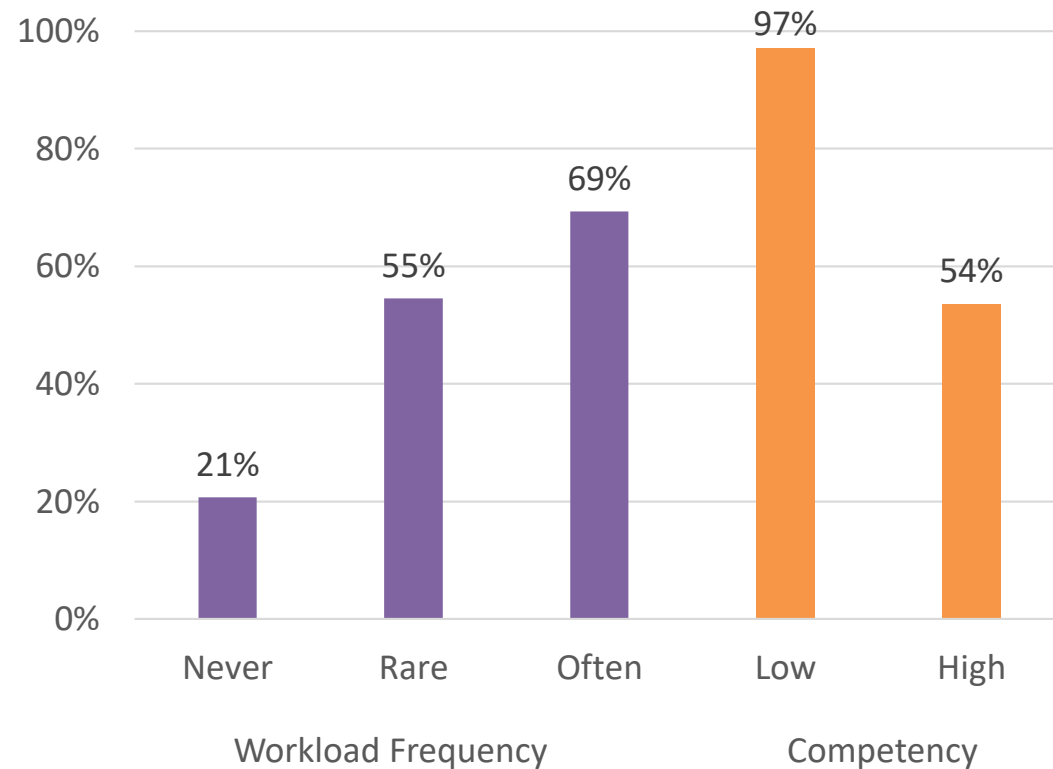
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Often

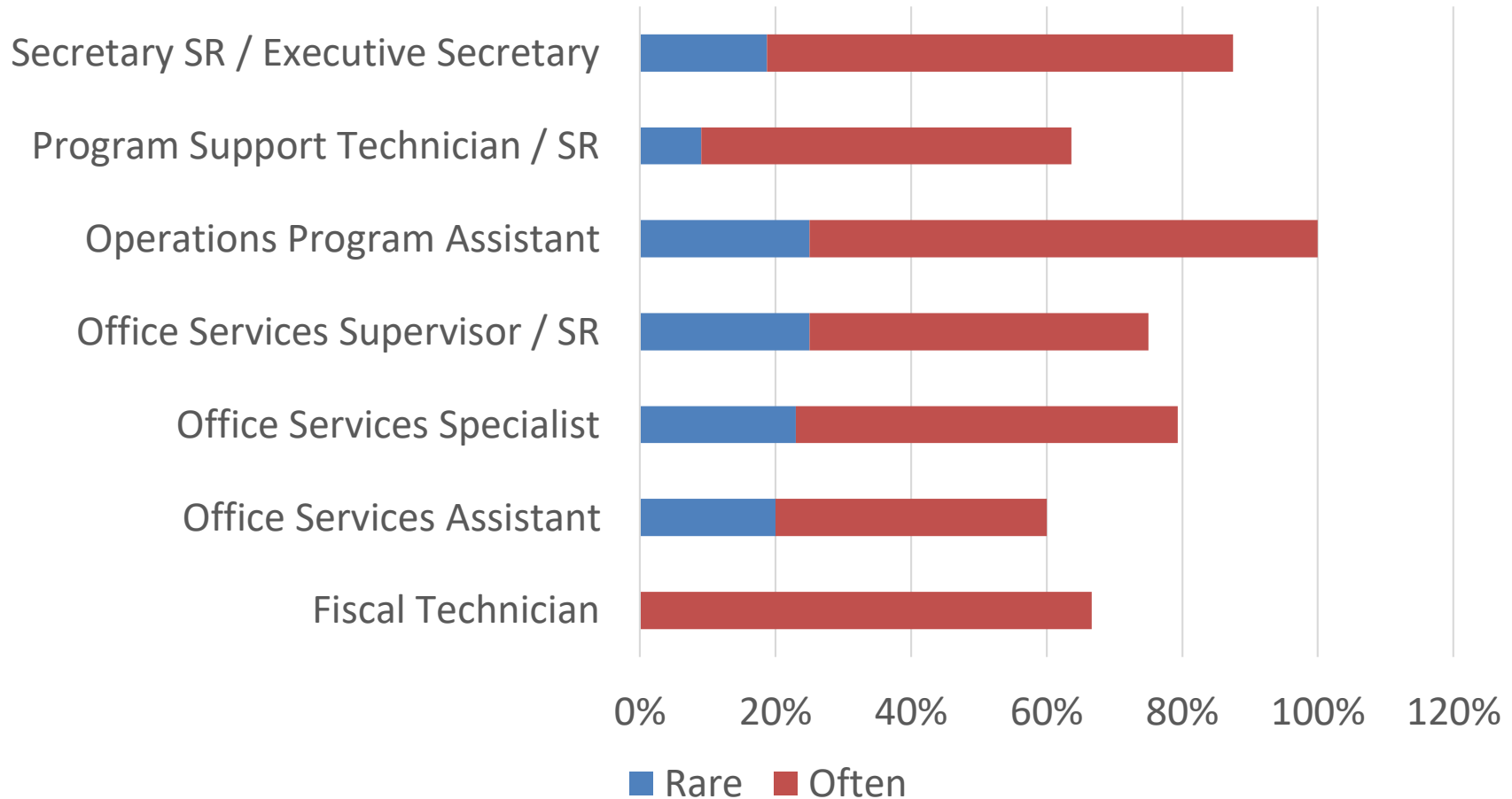


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% Who Want More Training



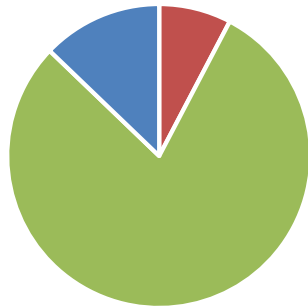
Typing Documents: Workload



Typing Documents: Competency and Training

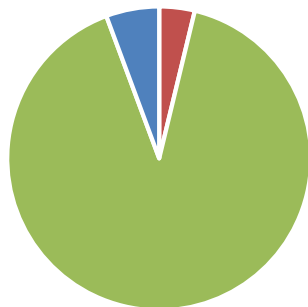


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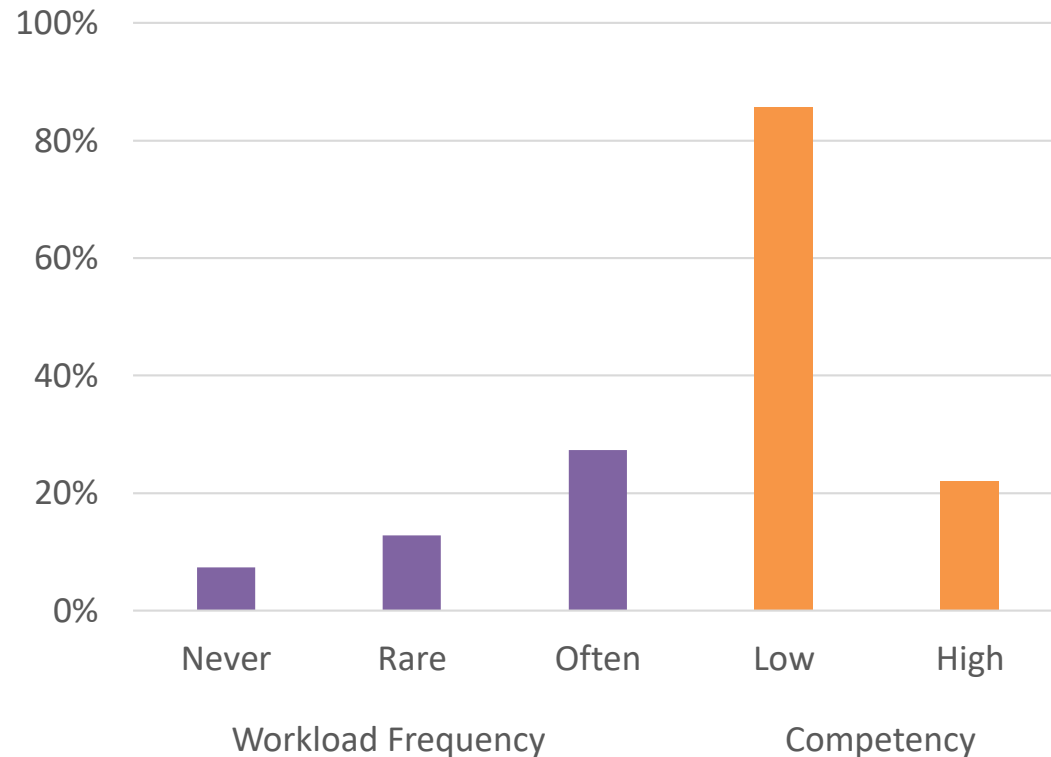
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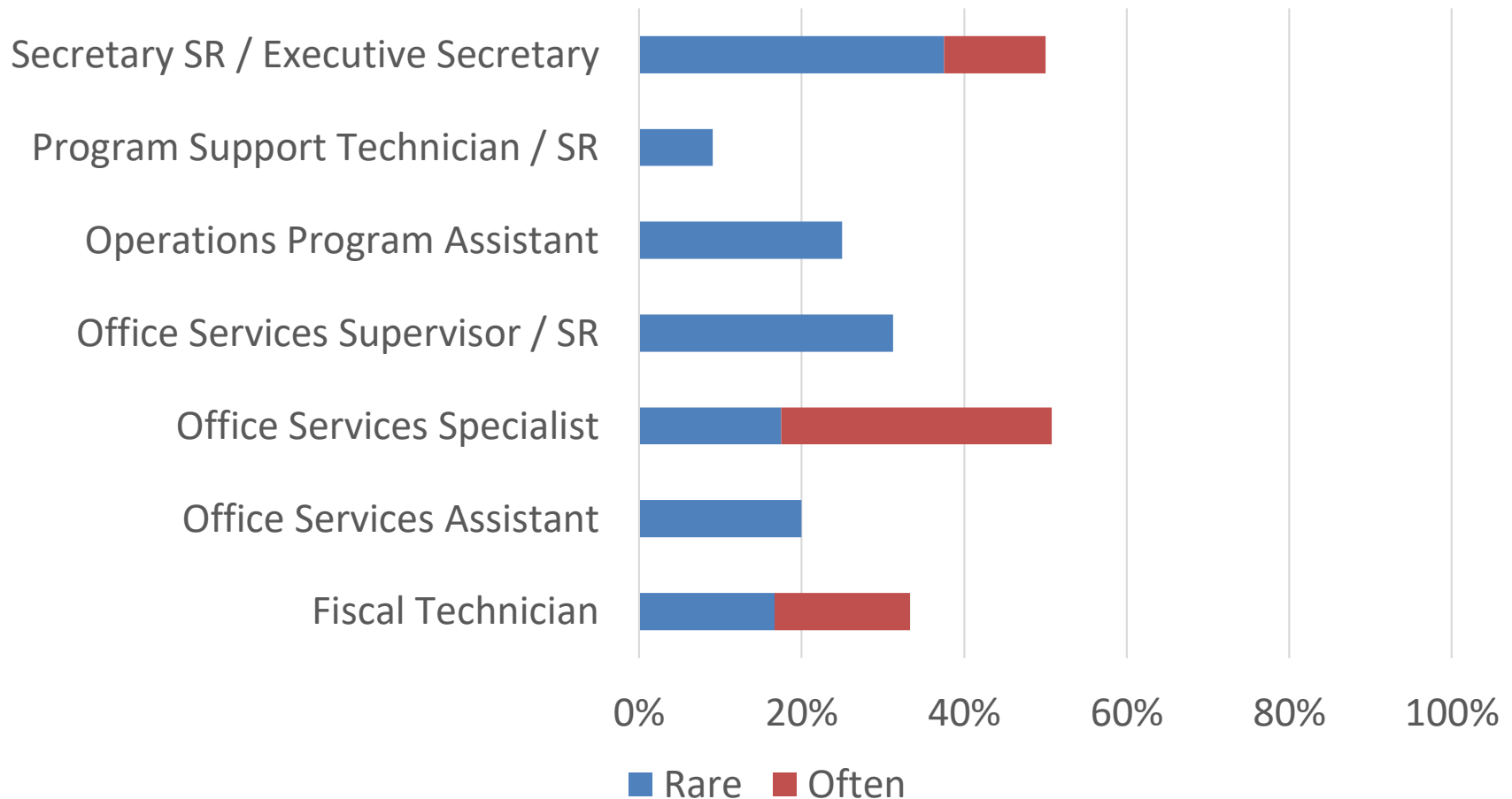


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% Who Want More Training



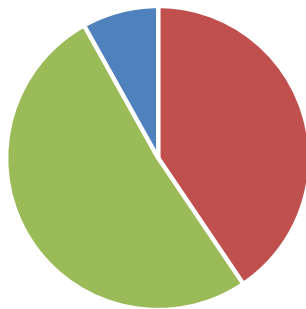
Data Collection on Youth/Families: Workload



Data on Youth/Families: Competency and Training

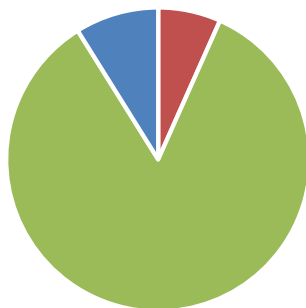


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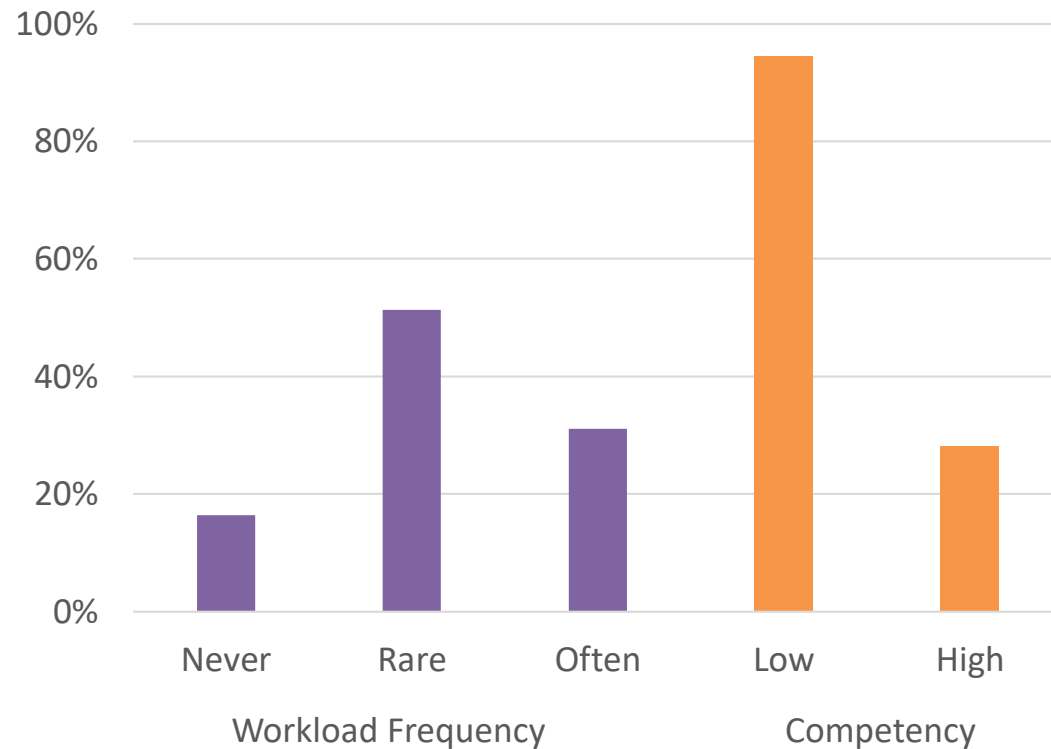
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Often



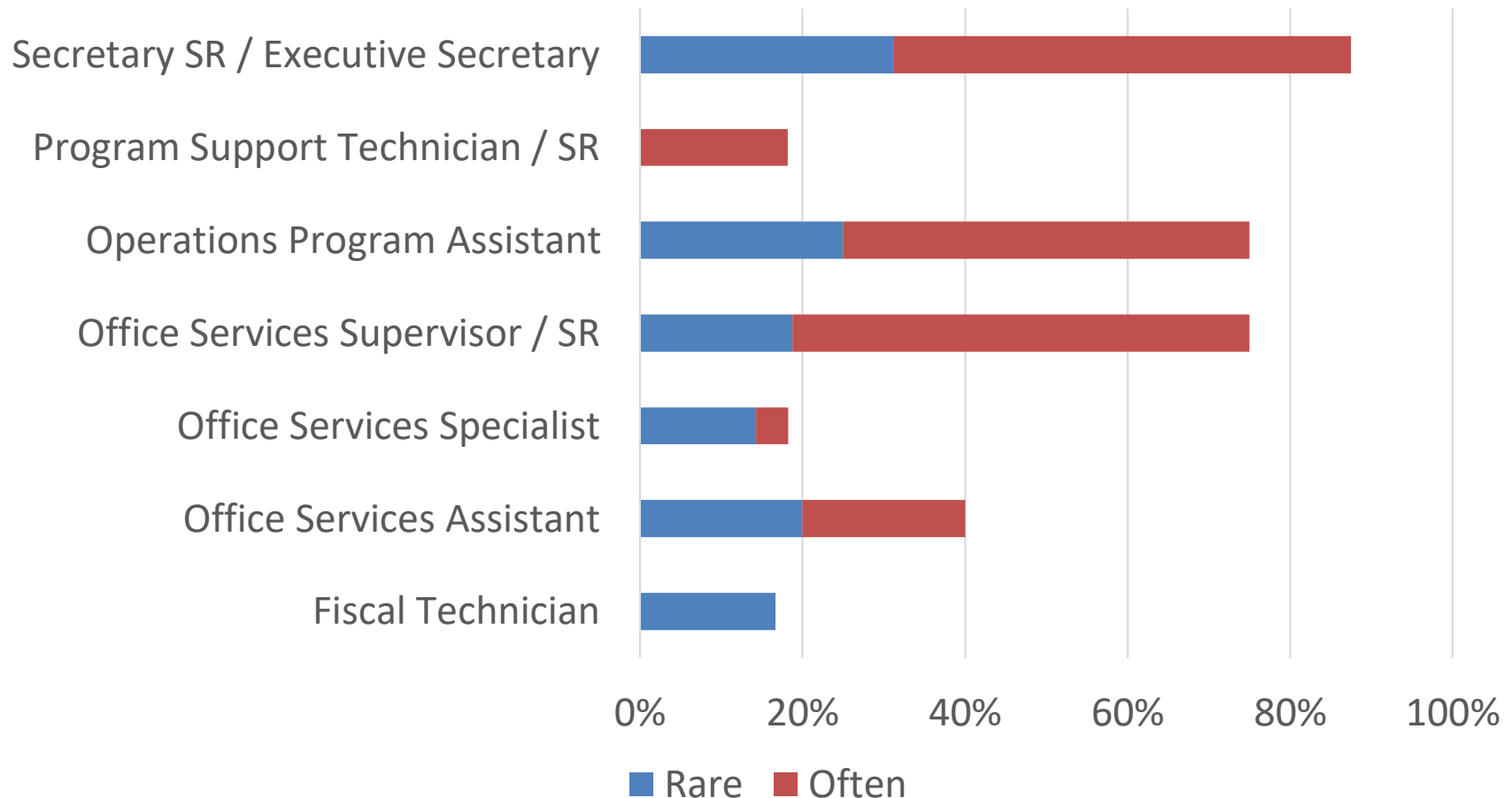
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% Who Want More Training





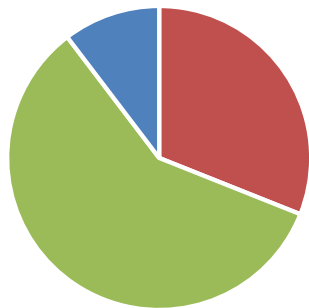
HR Duties: Workload



HR Duties: Competency and Training

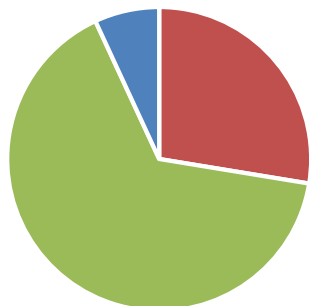


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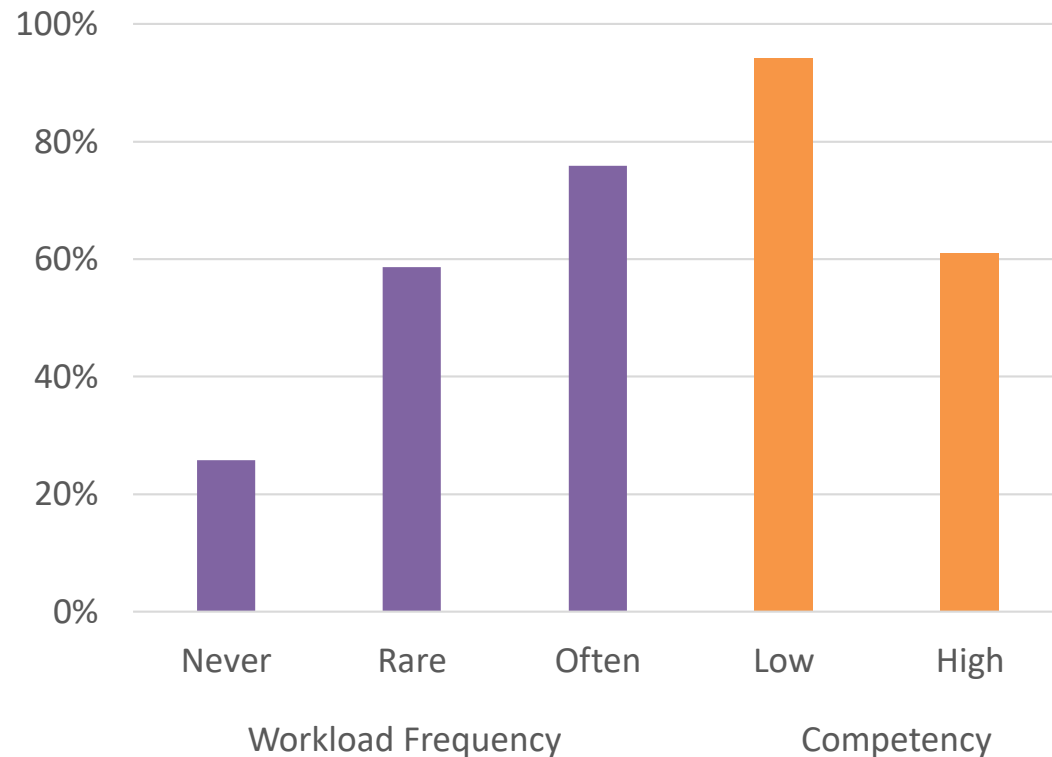
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Often



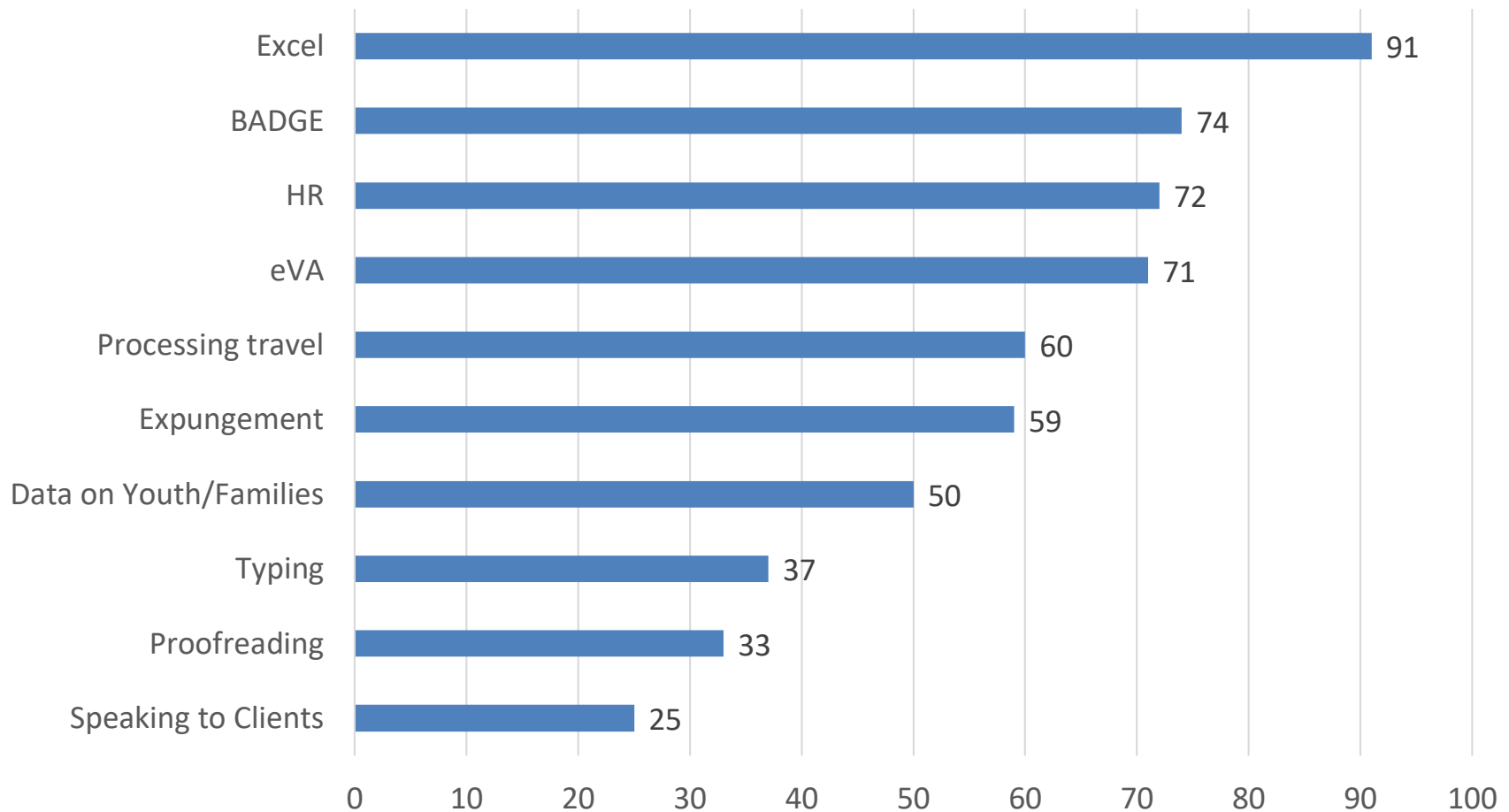
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% Who Want More Training

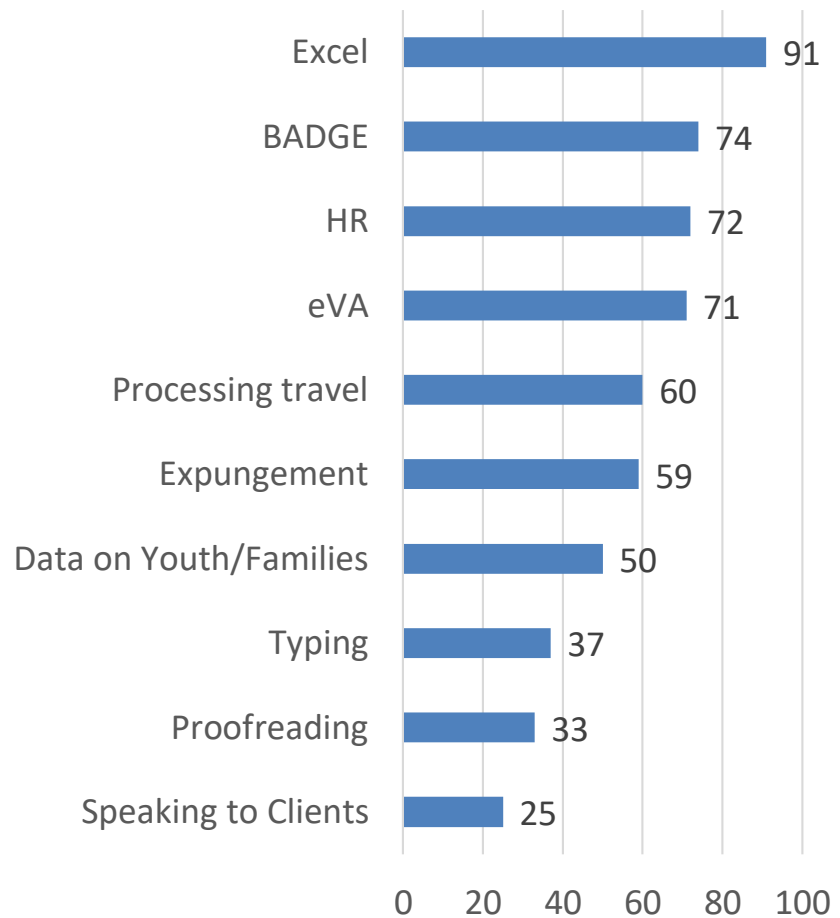
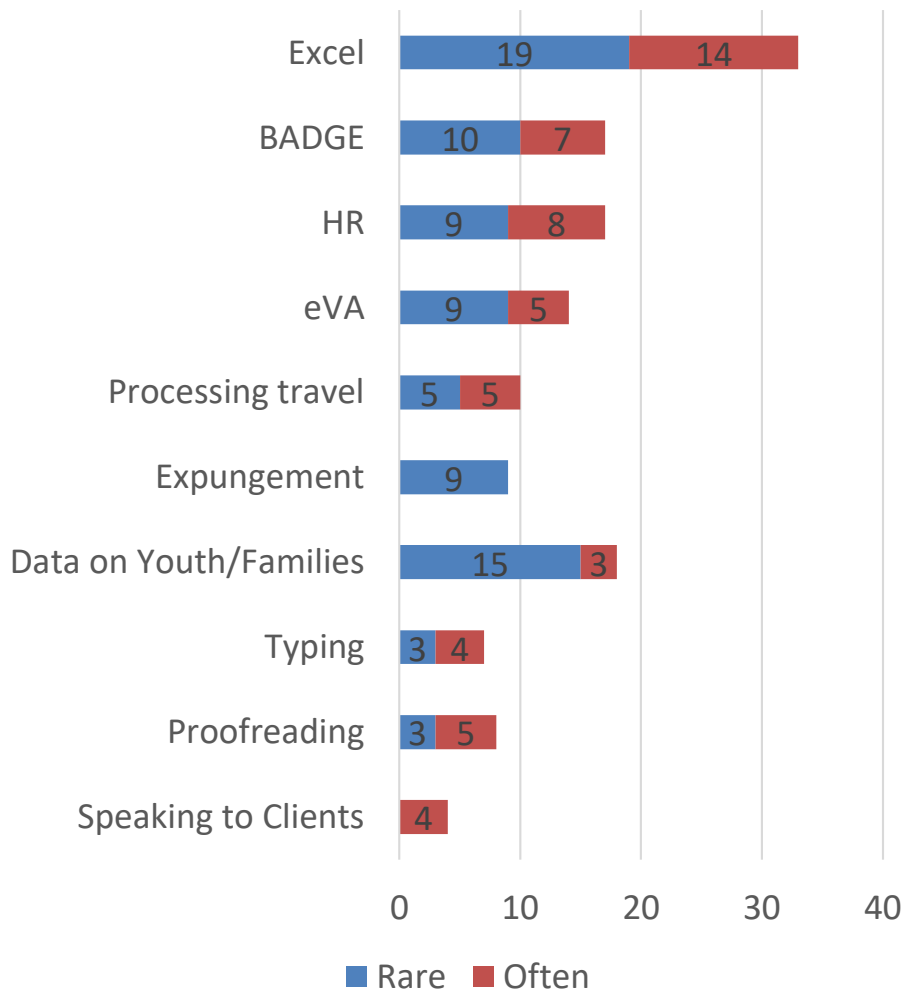




Wanting Training



Lower Competency vs. Wanting Training



* Self-reported lower levels of competency are shown only for those staff who complete the specific task. Wanting training is shown for all staff.

Other Training Areas Requested



- HR
 - Hiring process, benefits, compensation & classification, EEO
- Setting up email/BADGE accounts
- Fiscal/procurement
- Supervision skills
- Drug-related (e.g., drug screens, types, drug abuse)
- Dealing with difficult clients or coworker
- Time management
- Preparing reports
- Organizing meetings/agendas
- Researching policy/procedures
- Supreme court
- Social histories
- Grants writing/management
- Workload audits



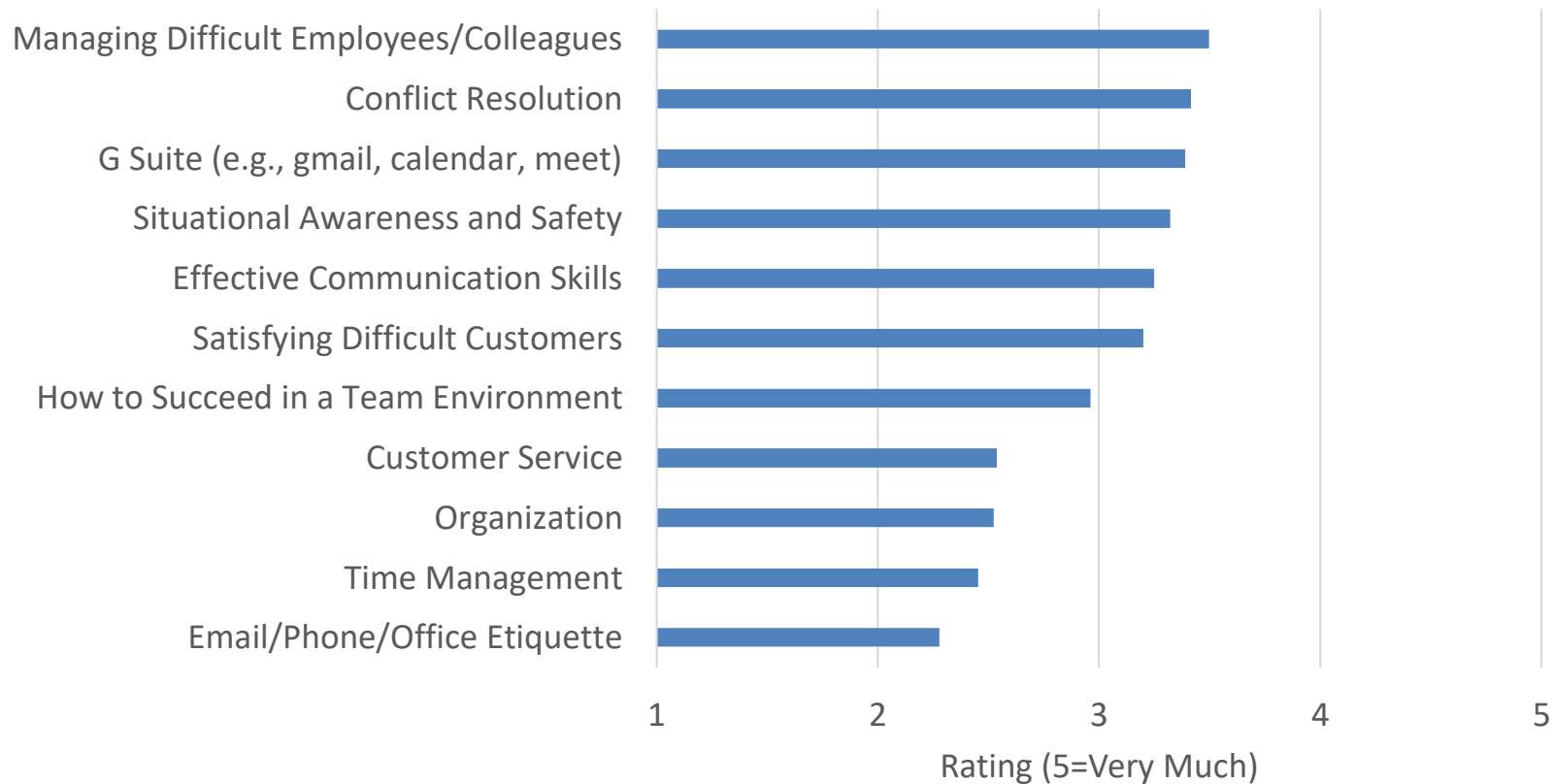
Summary

- The majority of staff feel highly competent
 - More time results in higher feelings of competency
- Some staff complete tasks that they do not feel highly competent doing
- Staff recognize their own training needs
- Staff want to improve in their areas of need in addition to enhancing their strengths
- Most wanted trainings:
 - Excel, BADGE, HR, eVA

General Skills

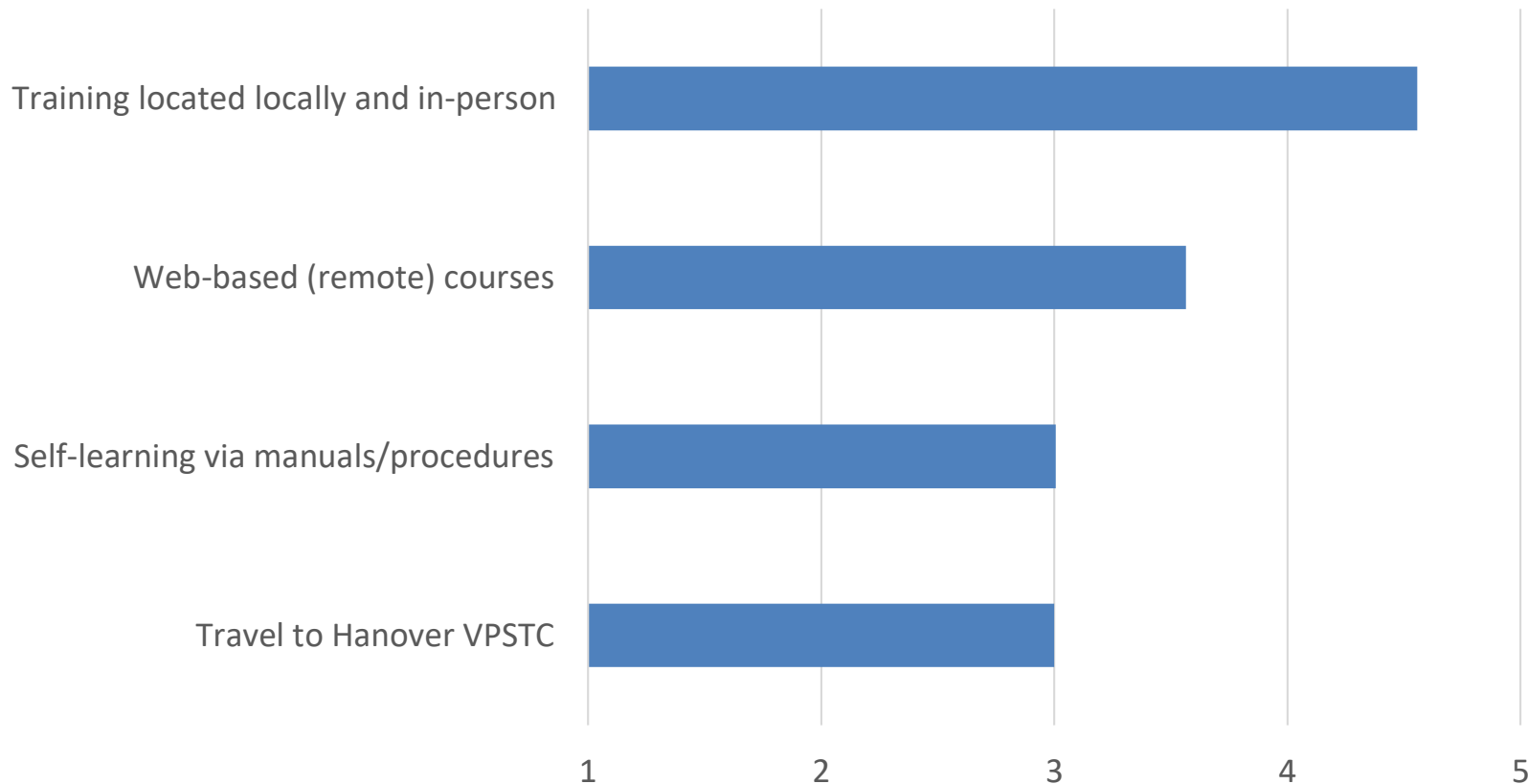


How much you would like to receive training in the following areas?



- On average, the 11 staff at Bon Air rated each area higher than other groups.

What format of training do you find effective for you?



- Preference for travel to VPSTC was related to the distance from Hanover.

Suggestions to Improve Training Opportunities



- Onboarding / training for new hires (11)
- Regional trainings (9)
- Peer mentoring/networking opportunities (8)
- Cross-training (learn operations) (6)
- Basic Skills for admin. Staff (5)
- BADGE training (4)
- Web-based video training (3)
- Court docket training (3)
- PRYOR / Community College trainings
- Procedure checklists / easily accessible resources
- Centralized trainer / Standardization of duties
- Expungement training
- Account/shared folder access
- More extensive training options (not rushed)
- Supervisors knowing admin. Duties
- Advancement opportunities/planning
- Expand duties (e.g. prepare routine petitions)
- Excel training
- Generational training
- Background checks training
- PowerPoint training
- Approval to go to trainings
- Quarterly/mandatory trainings
- Civility (gossiping, bullying) training
- Reduce annual training requirement
- Specialized training
- Confidentiality training
- Time management/organization for POs



Summary

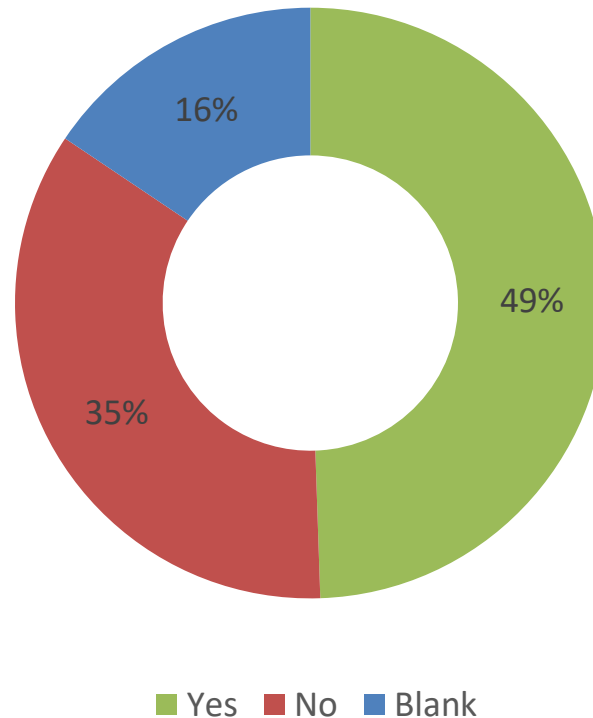
- More demand for conflict and communication trainings than organization/time management
- Location/accessibility is key
- Bon Air staff identified the most training needs
- Popular “write-ins”:
 - New hires / onboarding / Basic Skills
 - Peer mentoring / networking
 - Cross-training

Development & Value



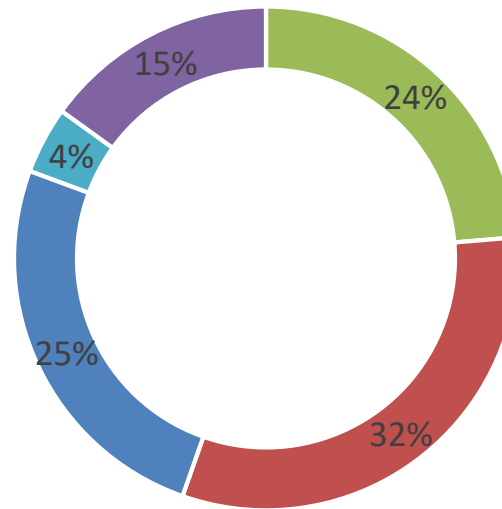
Likely due to the more sensitive nature of this question, more staff left these items blank compared to the training section.

Does your supervisor initiate conversations with you about professional development?



- Fewer Bon Air staff (18%) reported conversations about professional development than staff in other areas.

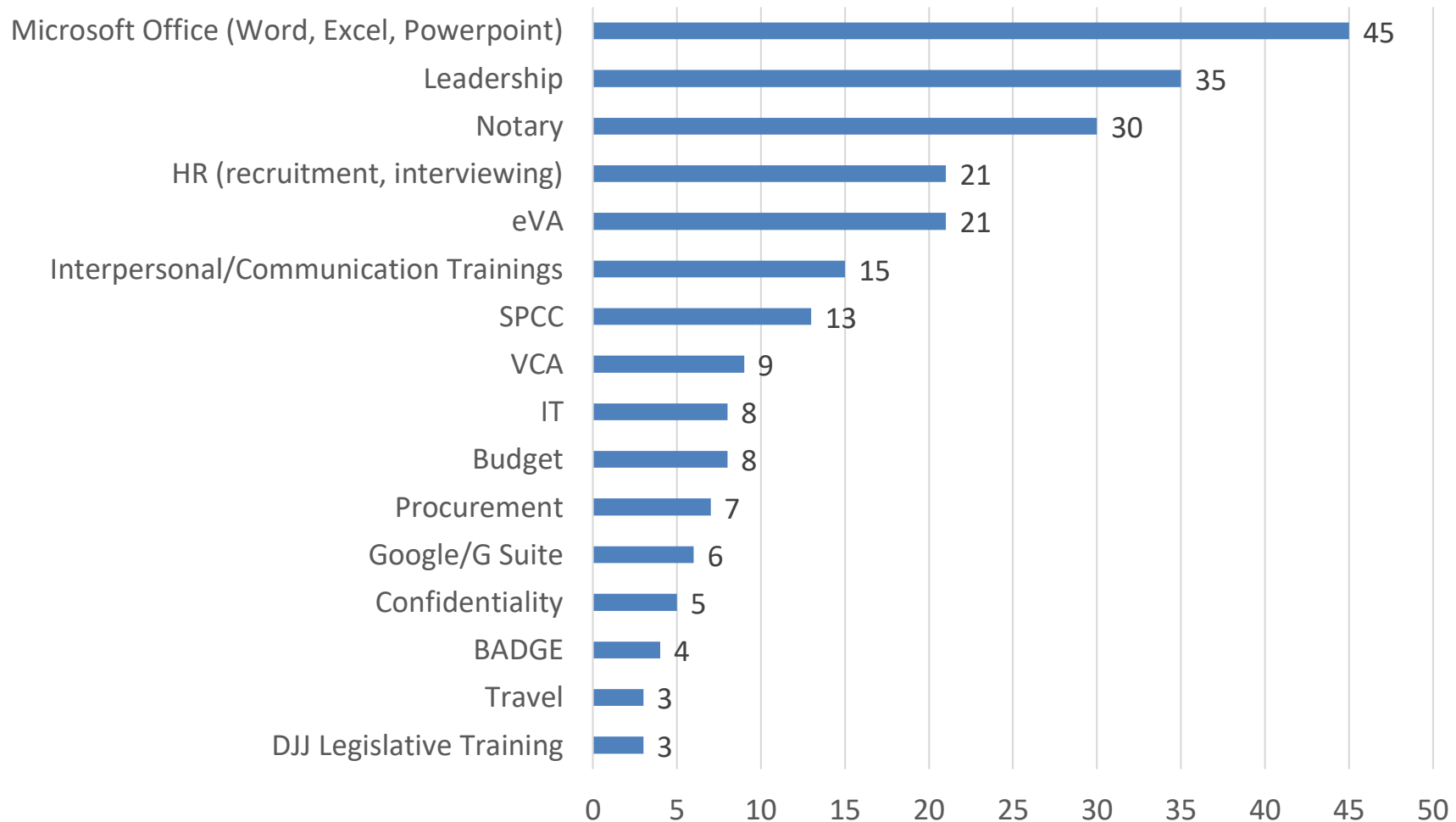
Does your supervisor initiate conversations with you about career advancement?



■ Yes ■ No ■ No Options ■ Not Interested ■ Blank

- Central Office / Training Academy and the Northern region had the highest percentage of staff reporting career development conversations.
- No Bon Air staff reported career development conversations.

What certifications/trainings have you completed that you think have enriched your career?



* Trainings with three or more responses are displayed.

* Leadership: Frontline Leadership (16), Essential Skills for Supervisors (15), Emerging Leaders (2), Other leadership trainings (2)

What certifications/trainings do you wish were available to enrich your career?



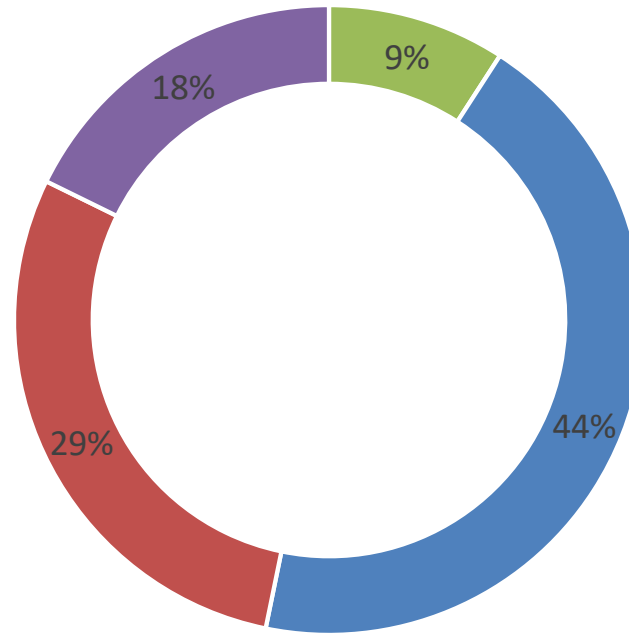
- Procurement (14)
- eVA (14)
- HR (13)
- Budget (13)
- BADGE (9)
- Excel (7)
- Microsoft Office (6)
- Frontline Leadership (4)
- Any (4)
- IT (4)
- Dealing with Difficult People (3)
- Operational procedures (3)
- Essential Skills for Supervisors (3)
- Computer (3)
- Customer Service (3)
- Word (3)
- Writing (3)
- Time management (2)
- Notary (2)
- Accounting (2)
- Basic Skills for Admins (2)
- Spanish translation (2)
- Expungement (2)
- Grants (2)
- Languages (Spanish, sign language) (2)

Memberships in Professional Organizations



- VJJA (6)
- VASA (no longer exists) (5)
- Notary (5)
- VGEA (3)
- SHRM (2)

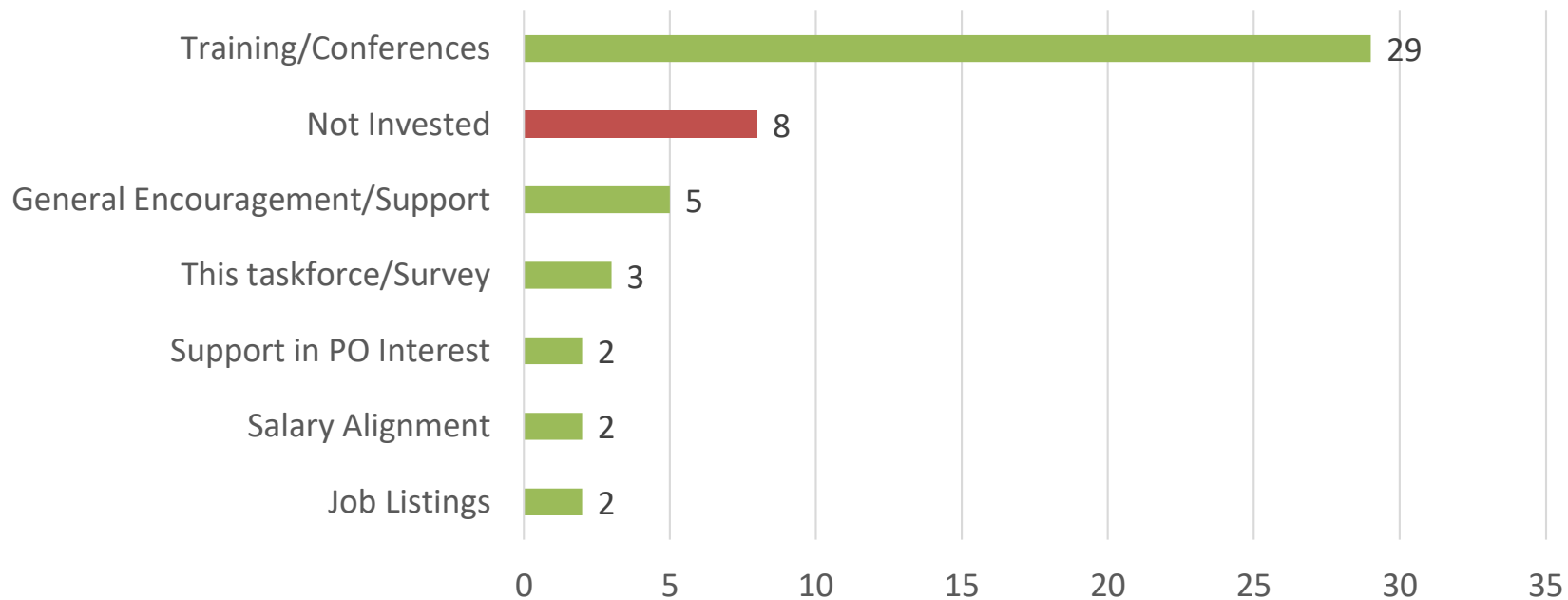
Do you feel that DJJ is invested in your professional development/advancement?



■ Very Much ■ Somewhat ■ Not at All ■ Blank

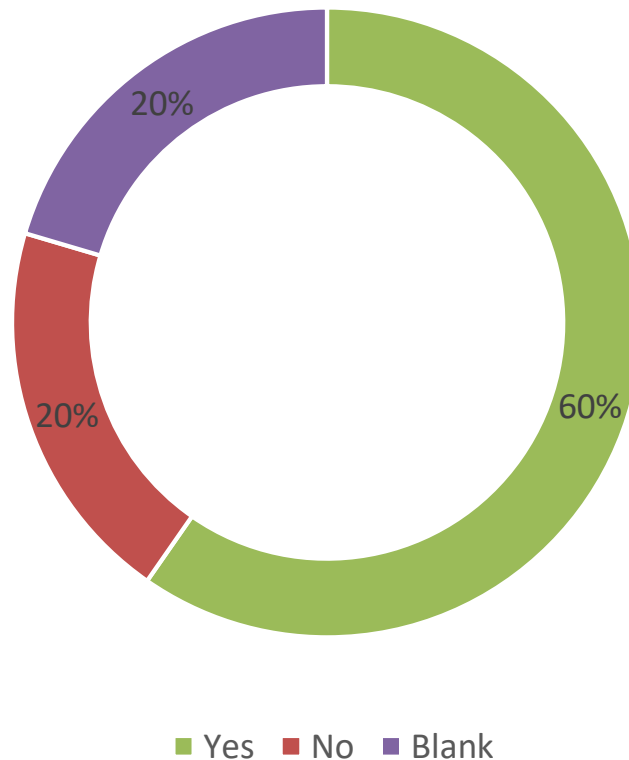
- Bon Air staff were more likely to report “not at all” than other groups.

Examples of when you have felt DJJ was invested in your professional development/advancement



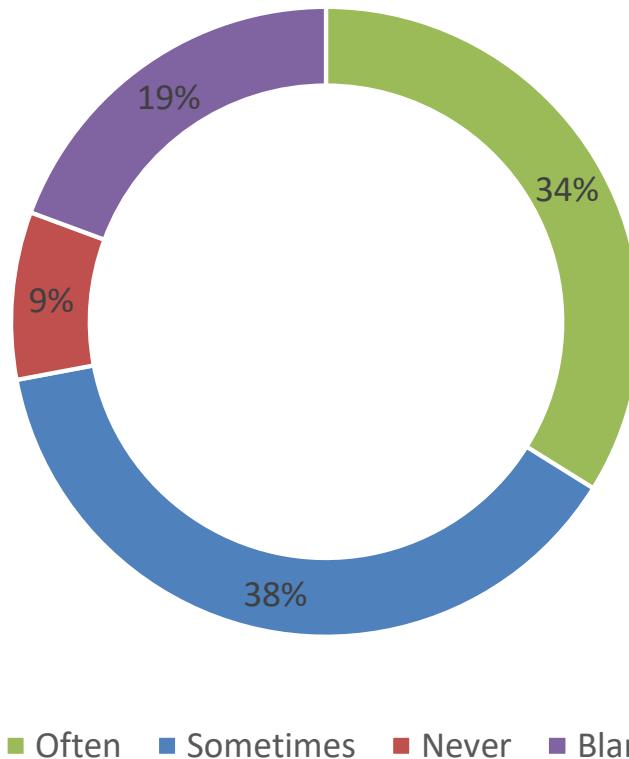
- Training/Conferences
 - “allowed” to go
 - Particularly leadership series
 - Web-based, regional, and non-DJJ offering
- Not Invested
 - General (8)
 - No advancement options (4)
 - Focus on POs and not admin. staff (3)
 - Discouraged from PO work (2)
 - Trainings not approved (1)

Were you personally acknowledged on Administrative Professionals Day?



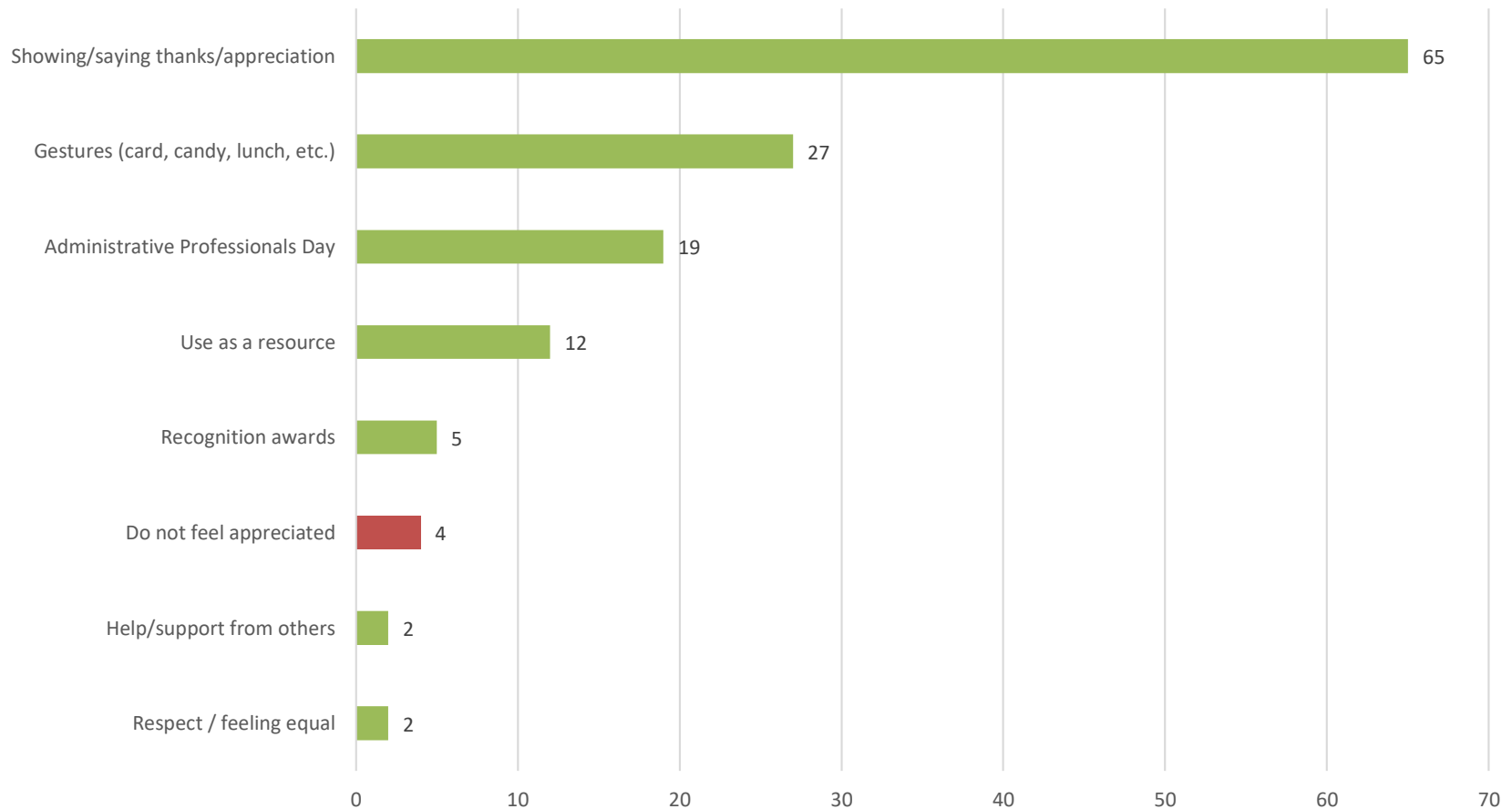
- Staff at Bon Air (18%) and Central Office / Training Academy (20%) were less likely to report being acknowledged.

Do your colleagues tell/show you that you are important to the operations of your unit?

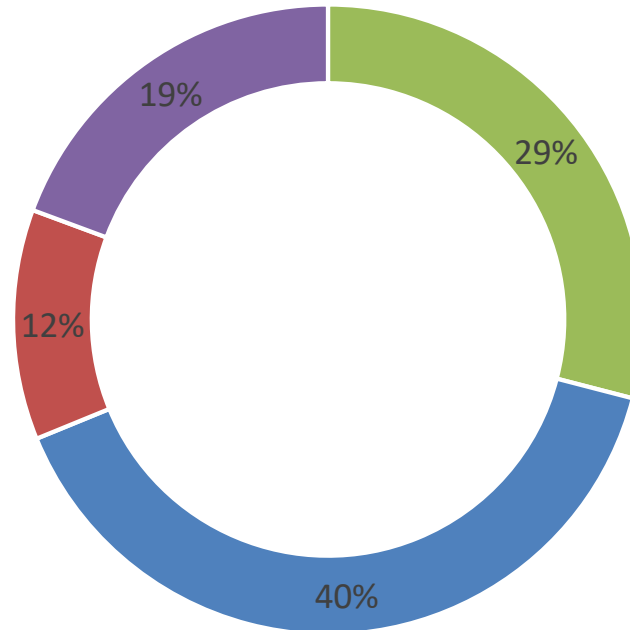


- Bon Air staff were less likely to report “often” and more likely to report “never.”

Examples of how your colleagues have told/shown you that you are important



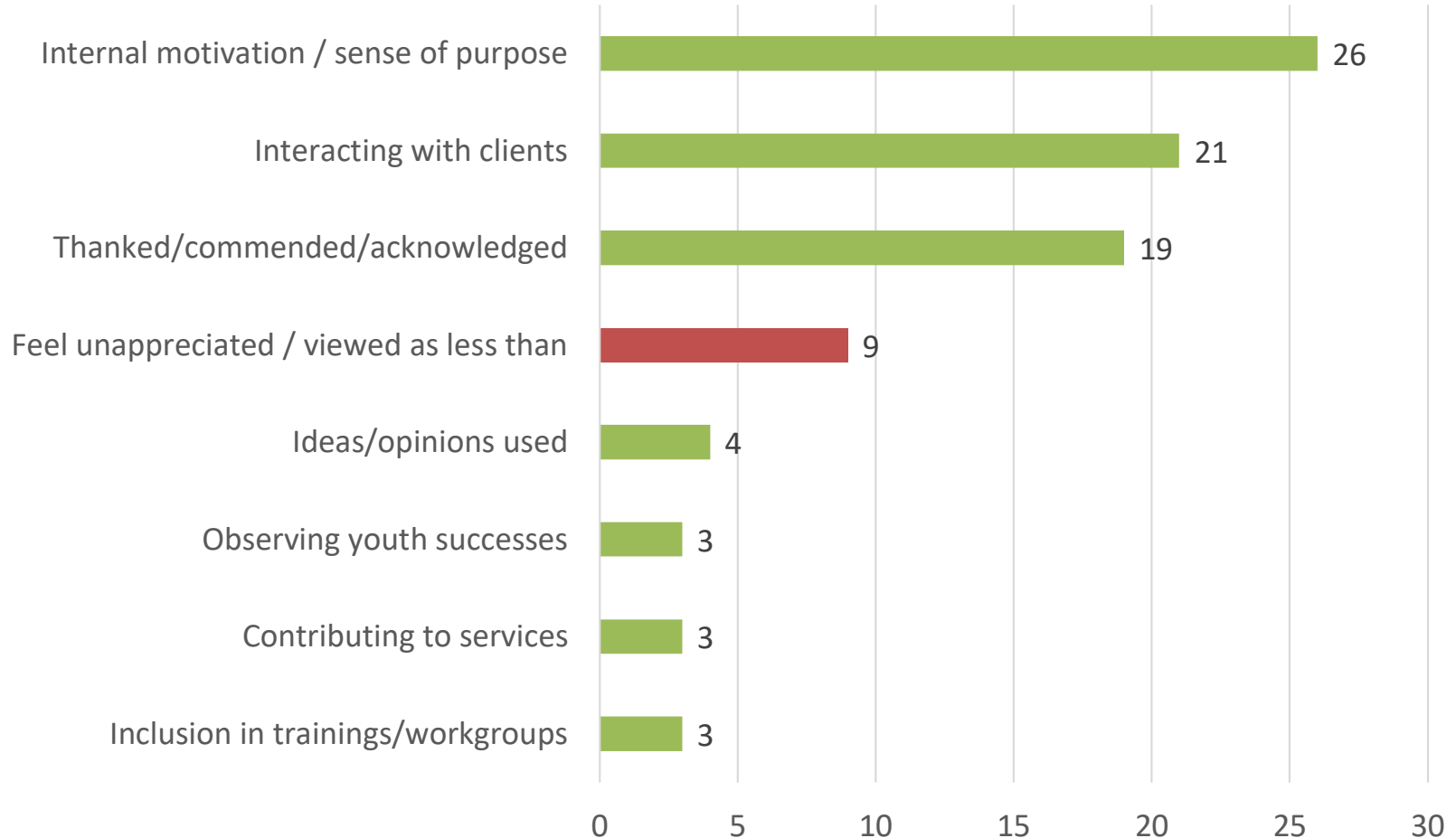
Do you feel like you are a valuable part of DJJ's mission to help youth and families?



■ Very Much ■ Somewhat ■ Not at All ■ Blank

- Bon Air staff were less likely to report “very much” and more likely to report “not at all.”

When you have felt valuable?



When you have felt valuable – Positive Examples



- “From every telephone call that is answered to every report that is typed, we the Administrative staff assist our Staff in providing exceptional services to our youth and families.”
- “I am the first line of communication for our clients who enter our doors. The clients normally enter upset, angry or out-of-sorts, confused and/or hurt; therefore, I feel my job is important in diffusing, showing empathy and assisting them in getting through the process and onto the next level. The OSA's job is an important one which I feel makes a significant impact on the clients we serve.”
- “Clients complementing me for treating them with respect. (at my window or over the phone) I have been told I'm the nicest person they have talked to in our office and the appreciate me being kind to them and listening.”
- “I feel that the clerical support that I provide to the probation officers (with social histories and supervision reports) allows them more free time to concentrate their efforts on the juveniles in their charge, and also more time to adhere to DJJ standards and requirements (home visits, school visits, detention reviews etc.)”
- “My supervisor is wonderful about letting me know that I am an essential part to the operation. She is great about saying thank you and telling me my work is valued and appreciated. Those gestures may seem small, but really make a difference.”
- “When I have seen a youth change their path to a positive productive one in their life.”

Common Themes of Staff who Feel Valued



- Connection to youth/families
- Purpose in serving clients directly and supporting others' work
- Fairness in being viewed/treated as equal to other staff
- Appreciation of good work and ideas

When you have felt valuable – Negative Examples



- “Although we are treated as less than, my staff and I constantly affirm each other. The majority of the support staff in this district are as educated as the POS or more so. We sometimes have to remind the POs that we are not less than. And that we are not in this position because we could be POs. We accepted this position because we enjoy being support staff. Recognize that we are equals.”
- “I do not feel valuable by DJJ. I know what I do is in the best interest to all, employees and families alike, ensuring we hire the best applicants for our positions.”
- “I think the work we do, much of it behind the scenes, isn't really acknowledged by management or beyond. It has been my experience that suggestions/ideas are not received well or appreciated by management.”
- “I believe the administrative duties I perform allow front line staff to be more effective in their duties. I do not believe other staff understand the importance of administrative staff in general.”

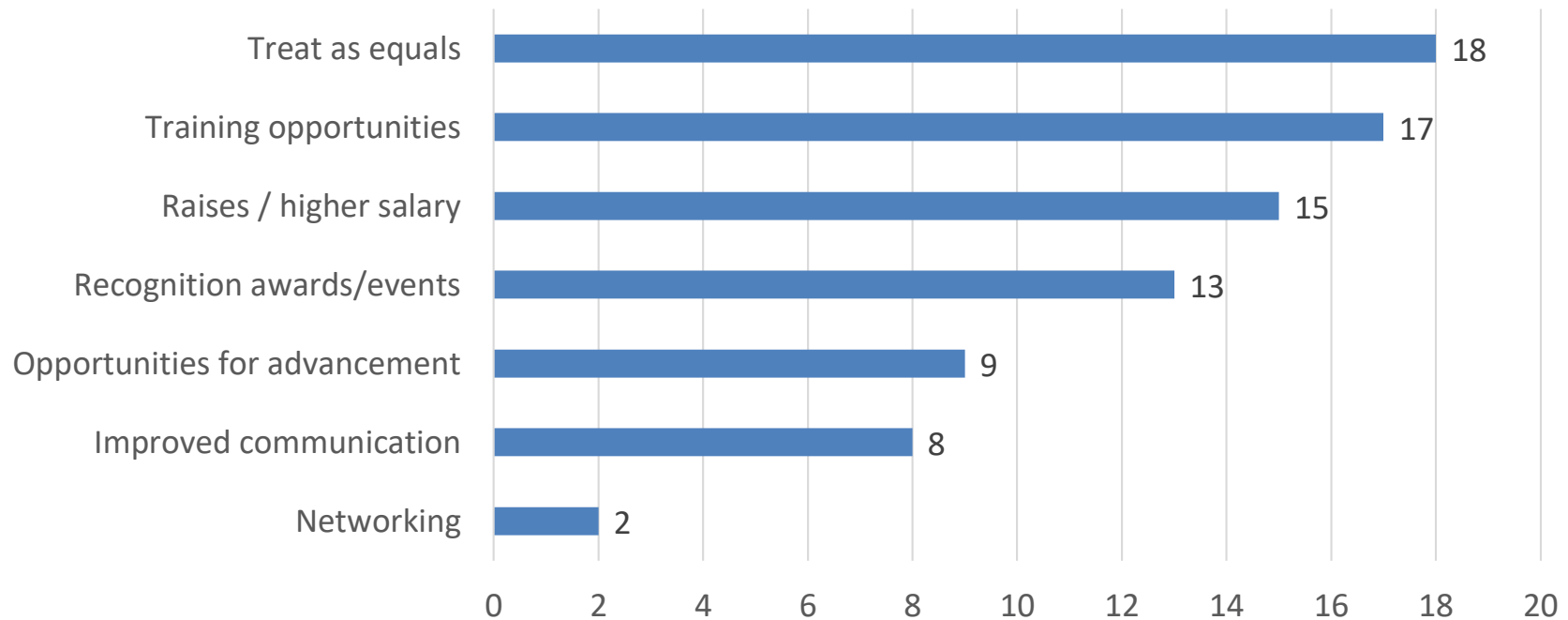
Common Themes of Staff who Do Not Feel Valued



- Lack of Acknowledgment of Purpose by other staff, even if they view their own work as important
- Unfairness by being treated as less than other staff
- Lack of Appreciation of good work and ideas



Suggestions to improve how administrative professionals feel appreciated and valuable:



- Training opportunities
 - Specialized for admin staff
 - Opportunities to learn about operations
 - Infrastructure/consistency for new hires
 - Approval
 - Location
- Recognition awards/events
 - For admin staff as a group
 - Based on performance
 - Based on years served
- Opportunities for advancement
 - Based on performance / specialized skills
- Improved Communication
 - How admin functions relate to and impact operations
 - Opportunities to communicate with upper management / CO
 - Communication about salary alignment was insulting to some

Suggestions to improve how administrative professionals feel appreciated and valuable:



“Just to be treated like a human being and not just the ‘help.’ To have a voice and a choice in my training. Not to just be told ‘You don't need that training.’ To be trusted, I am a grown adult. That we are just as important as other coworkers, even if we do not have a degree.”



Summary

- Staff have polarized experiences regarding feeling valued
 - Themes for both positive and negative feelings reflect DJJ's strategic framework
- Many staff have internalized sense of purpose but feel viewed as less than equal by others in the agency
- Many staff value interacting with youth/families, and some have interest in pursuing related careers
- Bon Air staff reported feeling less valued and invested in by DJJ
- Staff appreciate when supervisors and others show thanks, recognition, respect for opinions, and inclusion

Questions?

